

APRIL 1, 1940



TWENTY CENTS

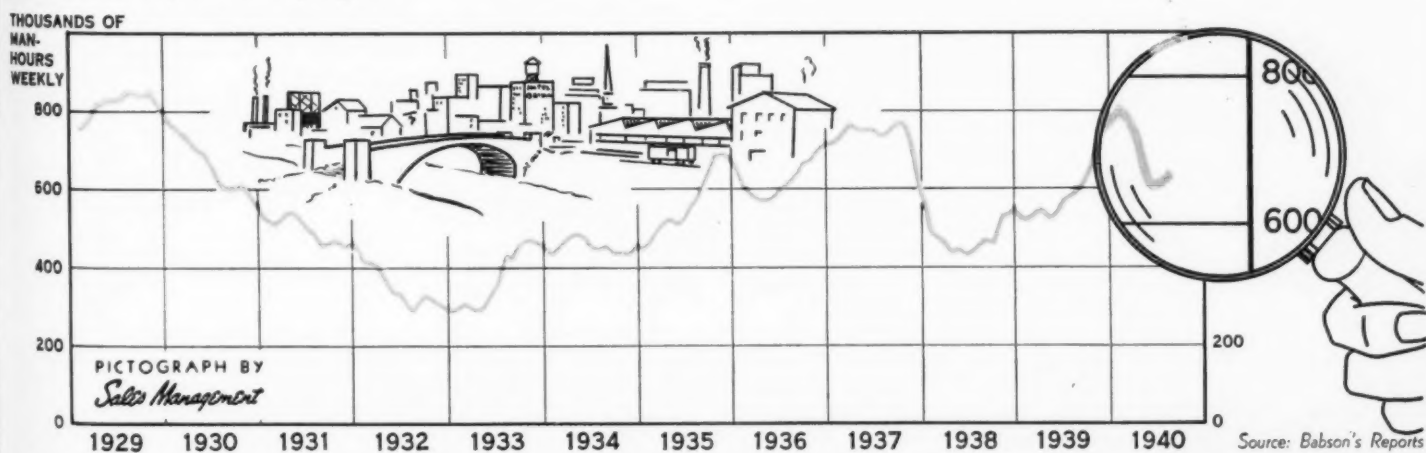
Sales Management



EMPLOYMENT TURNS UP IN AMERICA'S "KEY" CITY



Studies of the Babson organization indicate that Bridgeport, with its unusual diversity of industry, is a barometer of U. S. A. industrial activity and employment. After a steady climb to the first of December, man-hours declined - - but in February started up again.



THE MAGAZINE OF MODERN MARKETING

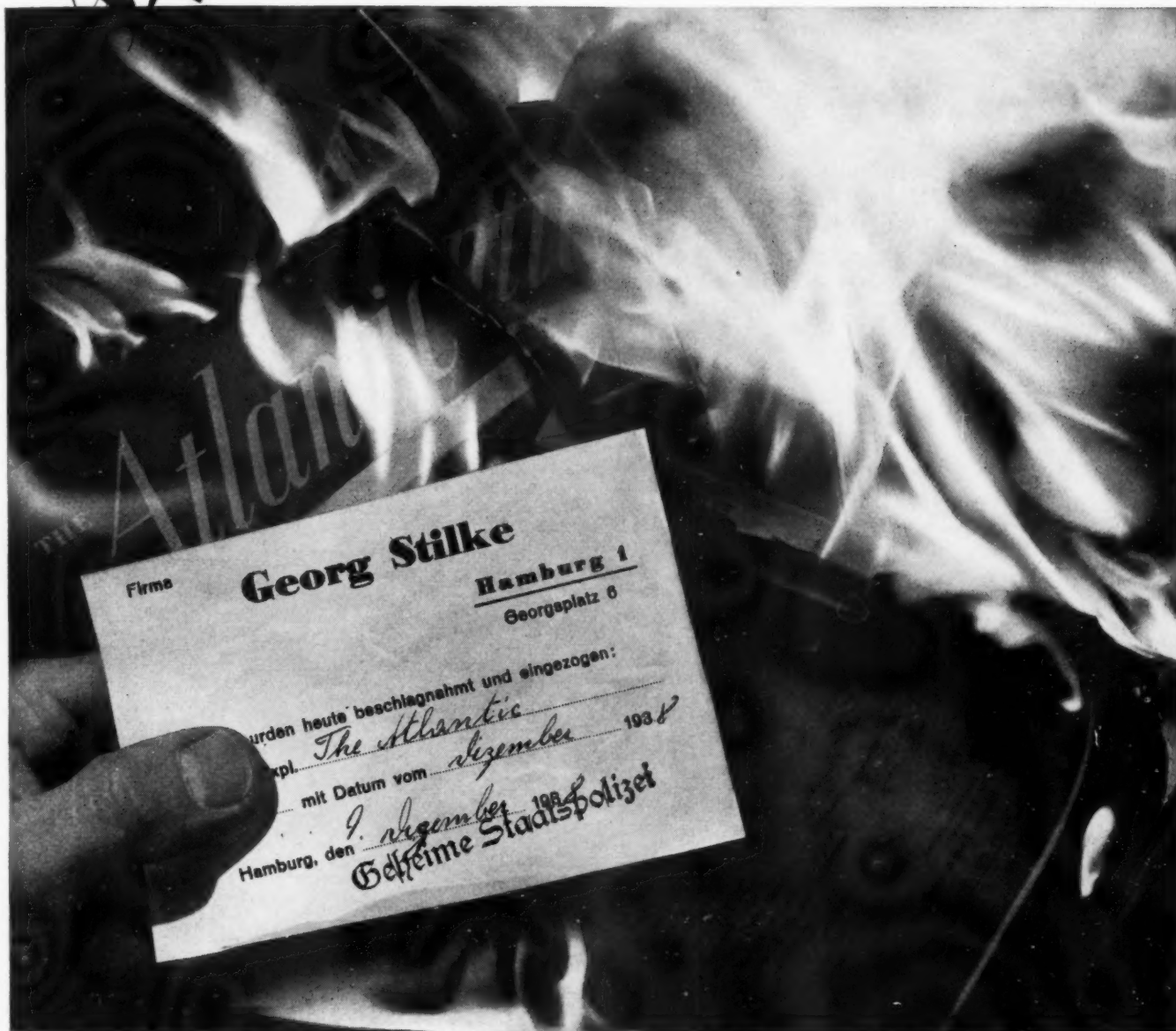
"Swell reading, Russ—but I wonder if it reaches enough people in the money?"

"First question in our space-buying, Bill. Main reason for putting NEWSWEEK on the list is an average income of \$4,851 for more than 375,000 families.*



*NEWSWEEK'S family income (four times the national average) is a major reason why NEWSWEEK in March, 1940, tops all previous months in advertising revenue and income. Coming on top of twenty consecutive months of advertising increases, no wonder . . . Now it's NEWSWEEK!

Verboten ... yet *The Atlantic* gave this vital book to the world



In December, 1937, Nora Waln in Berlin completed her challenging story of Nazi Germany, "Reaching for the Stars." As a precaution against censorship, she prepared three copies of the manuscript, mailing them from three German cities. Each was intercepted and confiscated. Fortunately, she had given her diary to a friend residing in England. Finding sanctuary there in 1938, Nora Waln re-wrote the book from her journal and forwarded it to *The Atlantic*. Its publication as a serial in *The Atlantic* and then in book form promptly stirred America. Copies were quickly smuggled into Germany where possession became an offense against the State.

Nora Waln's footsteps to the front rank of her craft are traced through the columns of *The Atlantic*, first in the Contributors Column in 1924, followed by five longer pieces in the body of the magazine. Her first novel, "The House of Exile" appeared serially in 1933. A success, this book proved to be the corner stone of her literary career.

The Atlantic has probably placed more new writers on the road to fame than any other magazine published. This, with its ability to attract the foremost writers of fiction, the leading moulders of public opinion, and to present them each month in a balanced ration, is the best explanation of *The Atlantic's* vitality today.

A Great Editorial Policy
Provides a Great
Advertising Opportunity

THE *Atlantic*

MOST QUOTED PERIODICAL IN AMERICA
Boston, New York, Chicago, Los Angeles, San Francisco



Business Was Just Dandy

The Bawl Street boys in New York have such a tearful time over business in debentures and such like, it is refreshing to read the following "Annual Report" of the Nonexistent Aspirin Corporation of America whose headache offices are right down on "Th' Street"—where everything is always rosy:

To our stockholders:

Your officers are glad to report business over the past year has been vastly improved, in fact we almost broke even.

We feel that much of the company's success during 1939 was due to a more vigorous policy of trying to make the best of it all. It has been the custom of the company officers to worry too much. Under the new policy seventy per cent of our officers have cut their fretting down eighty-six and one-half per cent for the fiscal year.

Your company was able to get a little more work done around the plant in 1939, by naming six vice-presidents in charge of visits from tax agents, thus saving the higher executives a major amount of time. We built a new wing on the factory in which all data, facts, figures, reports, explanations and apologies demanded by the government may be prepared and turned out. This plant is capable of answering 50,000 inquiries from Washington per week. Plans are being drawn for an annex in which all summonses to congressional probes can be received, filed and catalogued without confusion.

The company has also appointed a vice-president in charge of NERVOUSNESS, a vice-president in charge of APPREHENSION, and two vice-presidents in charge of GRAVE MISGIVINGS.

Our cash position is strong due to a new system of loose-leaf, loose-thinking and loose-figuring bookkeeping, now quite the rage. We think this means a lot of good clean fun until we change auditors.

Getting down to figures our losses for 1939 were \$1,348,436, against \$2,267,233 for 1938. This makes it a banner year.

SUMMARY: The general outlook is good. Car loadings are doing nicely. Boat loadings are firm. Auto loadings are improving. Bicycle loadings are not to be sneezed at. Our stockholders will be glad to hear that after suspending the custom over the lean years, we have decided to renew distribution of art calendars to all stockholders.

Please notify the company of any change of address so that you may be kept in touch with all bad news.

MAD ARTS and Artists

For 364 days of the year copywriters, artists, production and lay-out men and women think only of the client and his solemn commands. Then for one night the slaves of advertising become as irresponsible, as wildly unreasonable as Pan and his attendant nymphs and fauns. The occasion is the "Mad Arts Ball."

This year the fifth annual Ball will be held at the noted Webster Hall, in Manhattan's Greenwich Village. William Steig, Sid Hoff, Russell Patterson, Rockwell Kent and Gardner Rea (who head the committee sponsoring) assure us that no holds will be

barred in taking advertisers and products for a ride. After sweating to obey the client's whim for getting "a picture of the factory in there" and changing "amazing" to "startling," the ad lads and lasses are in the mood to poke scandalous fun at their meal-tickets.

"Everybody who can get it for you wholesale is coming," they vow. Coming in "kid-the-ads" costumes that bite the hands that feed 'em. "The wildest melange of all six flavors will be there; svelte models in a version of rags-to-riches; buck-toothed look-what-tooth-paste-did-to-me women will compete with I-eat-Wheaties-for-breakfast muscle men and halitosis victims for 50 costume prizes."

The central mural theme will be an assemblage of side-show personalities, giving due credit to the advertising responsible for each. Adroit whittlers of lily-scented prose and drafters of "Now, you, too can enjoy this new and greater—" will help to crown a "Queen of the Brawl." She will be a photogenic model, of the "after taking" type, not the "before taking."

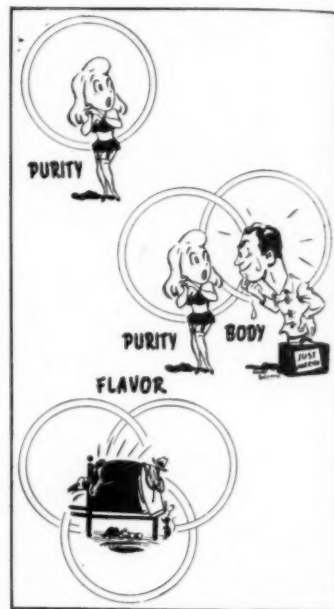
Life went to this party a couple of years ago. Look looked at it last year. The A.P. is to be on hand this time. The ancient Romans permitted slaves to hold a Saturnalia annually, and advertising's masters are equally gracious. Lots of Big Boys will be on hand. Probably they'll be so busy guffawing at burlesques of their competitors that they won't get peeved at the outrageous take-offs on their own super-super products and slogans. Such shindigs provide a welcome safety-valve for the agency staffs. They are preferable to sudden ax murders of clients and account executives.

Family Trees

Interest in genealogy is running high these days. This accounts for the success of the International Heraldic Institute, Ltd., of Charlotte, N. C., which has representation in about 50 U. S. department stores. The stores are glad to have heraldic departments, because they spur sales of merchandise on which crests and coats-of-arms may be affixed. The service includes looking up one's family tree, and if you buy a framed hand-illuminated coat-of-arms, in oils, for \$15, you also get a certification, quoting your heraldic description and the significance of symbols and colors, as far as known, with a bibliography citing references to your ancestors. Some people also use their family crests for stationery dies, seal rings, book plates, and even leather objects, jewelry, etc.—sales of which all swell store profits.

International Heraldic Institute, Ltd., is the brain child of R. J. L. Backstrom, who began it about 20 years ago. He had been associated with a photographic studio, which received occasional orders for copying coats-of-arms. This necessitated research, leading to a deeper interest in genealogy and heraldry and eventually to the nation-wide service he now heads. He and two other members of his staff travel about to the various stores with which they are associated, to help people trace their family histories.

Cornered at Lord & Taylor's, his New York headquarters, and interviewed between consultations, Mr. Backstrom told SM that interest in genealogy is constantly rising and is not concentrated in any locality, Middle-Westerners showing just as much pride in their ancestors as is evinced by New Englanders. Contrary to the



This, from the invitation to the Ball, is just a starter.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright April 1, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. April 1, 1940. Volume 46, No. 72



Did you say Technocracy?

NO SIR, BROTHER, you sure didn't. Because that great industrial dinosaur is now practically extinct. That, and the NRA and Miniature Golf.

It's a sad experience for us all to see our pet ideas and "bugs" come and go—in one year and out the other. But it's even sadder when those schemes happen to be hooked up to capital.

For instance, take advertising. Most all of us have run the trial-and-error gamut. We've all succumbed to the rosier looking sales stimulators. We've all had our share of little fevers—billboarditis . . . pernicious radiositis . . . or chronic skywriting.

And we let the old stand-bys take a back seat. Nobody called them "COLOSSAL" or even "TERRIFIC."

Sound, steady customers—it may not seem very gorgeous or Utopian—but that's what many an advertiser is now coming back to. He says he likes showing his goods to two million good *steady buyers* instead of a great big unknown quantity of faddists.

And he likes telling his story 24 hours a day 12 months a year.

. . . .

And that's the whole story. When you want that kind of a medium, you know where to get it.

Good Housekeeping



(If you DON'T know, please write out these three statements twenty times each:

- 1 80% of the buying is done by women.**
- 2 A whole year's visit—12 pages—with a Good Housekeeping family costs you 3.4¢ a year.**
- 3 Every year there's a new fad—every month there's a new Good Housekeeping.)**



HOUSTON..

Oil Capital of The World

EXACTLY 1205 oil companies have offices in Houston and the daily capacity of Houston's 10 refineries is over 378,000 barrels. The assets of the oil companies in Houston exceed one billion dollars, with annual pay rolls of more than 50 million dollars. Houston is the oil capital of the world, says the Oil World Exposition Association.

THE CHRONICLE Largest Daily in Texas

GROWING with the oil industry is the largest newspaper in Texas—morning or evening—The Houston Chronicle. Witness: In the last five years The Chronicle's gain in city carrier circulation was twice as much as the second paper; 53 times as much as the third paper.

THE HOUSTON CHRONICLE

First In Circulation and Advertising
For Over a Quarter Century

R. W. MCCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representative

TO SELL HOUSTON—BUY CHRONICLE

[4]

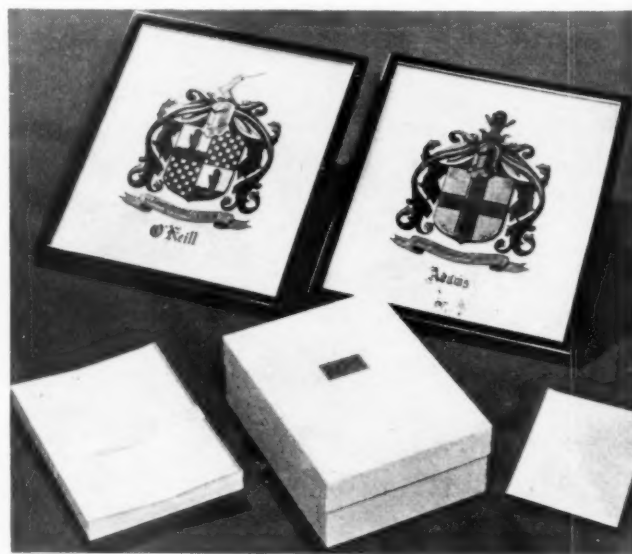
opinion of humorists, people are usually concerned most of all with the authenticity of their coats-of-arms, and he rarely encounters a desire for a faked family tree. About half the people who come to him have sufficient information about their forebears to permit the tracing of the family history. The others are advised to go back and get more information.

Eavesdropping on several consultations, SM had a chance to observe Mr. Backstrom's technique. The interview begins with the giving of the family name. Though he has within reach two dozen volumes of a book called simply "Genealogy," and several other tomes, including the massive "Burke's Peerage, Baronetage and Knightage," he carries a great deal of information in his head. To a lady who announced she was a Lindsay, he countered, "The Virginia, or the North Carolina branch, or directly from Scotland?" After this point is cleared up, he gets out a book that gives the heraldic description of the coat-of-arms. Opening the book at random, we found this one, for the name Mayo: Mayo (Dorsetshire and Scotland) Gu. a chev. vair betw. three ducal coronets, or. Crest—A unicorn's head, erased, charged with a chev. vair.

Upon inquiry, we learned that *Gu.* is an abbreviation for Gules, the Latin heraldic term for red; *chev.* is an abbreviation for chevron; *vair* means bell-shaped patterns, in silver and blue; *betw.* (between) three ducal coronets, or (golden). Crest—A unicorn's head, erased (torn from the body), charged with a chev. (chevron) *vair* (see above).

In the Charlotte office, the Institute has the largest private library on heraldry (not to be confused with genealogy) in America. It comprises 600 volumes. A well-read person, Mr. Backstrom can quote, offhand, references to certain families, especially from the works of Sir Walter Scott. The bibliography that goes with the certification, included with the \$15 coat-of-arms that most patrons buy, lists about a dozen references for the average family; but the Campbells, famed in song and story (Backstrom calls them the Bad Boy's of Scotland), have about 40 references.

At Lord & Taylor, Mr. Backstrom's department is publicized by newspaper advertisements, appearing several times a year, and by attractive circulars and printed matter. One is a neat folder, in periwinkle blue, featuring stationery engraved "with your crest" (the crest is at the top of the coat-of-arms). Another is a single sheet of blue tissue, with red lettering and a red coat-of-arms. Its headline is, "You owe it to your children to have your family Coat-of-Arms." The use of coats-of-arms on book-plates is well established, but the L & T type, a die for a steel engraving, (although it will last for generations) costs, on an average, \$70, so volume in these is small compared to that in the framed coats-of-arms.



Framed coats-of-arms and crested note-paper were once too popular with the ancestor-hungry new-rich to be used generally by people of taste. Now the trend is reversed, and the "pretenders" have almost disappeared.

SALES MANAGEMENT

It's the *LIFE* they lead...



SUBURBAN

PEOPLE WHO LIVE LIKE THIS ARE SUBURBAN WHEREVER YOU FIND THEM



Home of Subscriber Mr. and Mrs. E. L. Pearson, 4206 Abbott Ave., Minneapolis



Home of Subscriber Mr. and Mrs. W. S. Leard, Dutch Ridge Road, Beaver, Pa.



Home of Subscriber Mr. and Mrs. L. S. Ries, 221 Woodlawn Ave., Oberlin, Ohio

Spring is in the air! It's pruning time in big towns, small towns, in-between. Nature smiles on them all...so why shouldn't you, Mr. Advertiser?

After all, it makes no difference *where* people live...just so long as they lead the kind of life that makes them the kind of customers *you* want! Here are people whose lives revolve around home, garden, children; whose thinking, living, eating and buying habits are suburban in the *truest* sense!

How does Better Homes & Gardens select these suburban-living families? Simple! *They select it!* Because this is the magazine that mirrors *their* mode of

life. It gets down to earth. It tells them how, what, when, why.

Result? In 2,000,000 above-average families Better Homes & Gardens is THE book-of-the-month. Its *advertising* pages, no less than its *editorial* pages, bring *news* they want to read. That, by the way, is a unique quality of Better Homes & Gardens: it's a book people *buy* so they can *spend*.

So, if you are interested in reaching 2,000,000 families who are interested in both quality and quantity, you can't afford *not* to be interested in Better Homes & Gardens. Meredith Publishing Company, Des Moines.

BETTER HOMES & GARDENS

REACHING 2,000,000 FAMILIES
AMERICA'S BIGGEST HOME MARKET



It's the *BOOK* they read

Sales Management

VOL. 46, NO. 7

APRIL 1, 1940

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Notes from the Managing Editor's Desk

If the population of the psychiatric ward of New York's Bellevue Hospital should show a sudden increase in the near future, it may safely be assumed that at least a half dozen of the SALES MANAGEMENT staff members have been transported there. The cause will be the eleventh annual Survey of Buying Power—a 240 page issue containing 99,840 figures resulting from well over a million computations.

Editors, statisticians and proof-readers have been living for the past month on a diet of aspirin and black coffee; now, as readers receive this issue, the presses are turning out the 2,450,000 page-impressions required for the April 10 Survey; and editors are keeping their fingers crossed, praying that no precious type is spilled in being transferred from composing room to press room, that no cuts are lost or damaged.

When you receive the issue, you may decide that you want one or more extra copies. They cost one dollar. Please get your orders in early, for although we increase the reserve supply order each year, the extra copies usually are gone within a month.

As soon as the editors recover their breath and their sanity, they have to start right in again, planning the 1941 issue. You can help them by telling them what you think of the 1940 issue. How does it impress you? How are you using it? What could we add in the next issue to make it more valuable to you?

A. R. HAHN



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Published by Sales Management, Inc., RAYMOND BILL, *President*; PHILIP SALISBURY, *General Manager*; M. V. REED, *Advertising Manager*; C. E. LOVEJOY, JR., *Vice-President and Western Manager*; R. E. SMALLWOOD, *Vice-President*; W. E. DUNSBY, *Vice-President*; T. J. KELLY, *Secretary*; EDWARD LYMAN BILL, *Treasurer*. Publication office, 420 Lexington Avenue, New York, U. S. A. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone, State 1266. Santa Barbara, California, 29 East de la Guerra. Subscription price, \$4.00 a year, Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulation; Associated Business Papers.

When circulation quit "hide and seek"

It found the way past the gate to 100% coverage of selected markets

In their lighter moments, salesmen will tell you of the game of hide and seek they play with their prospects. With a chuckle they will tell you of the subterfuges they must practice to get past the barriers to see Mr. Busy Executive.

But this is no joking matter, as every sales-manager will tell you. The toughest assignment that faces *any* salesman is to get through, see and sell the man who exerts final buying authority. In too many cases he does not succeed.

That is where advertising comes in . . . to break through all barriers and reach the busy executive when the bars are down.

Yet there is a serious inconsistency when a publisher approaches you on that basis . . . and thereby implies that *his subscription salesmen* can succeed where *your product salesmen* have failed.

So glaring is this inconsistency that a group of business paper publishers decided to do something about it.

They started with the basic premise of *all* business paper publishing. A magazine must be

edited so as to be *vital* to the interests of the men it is designed to reach.

They argued that if editorial matter *is* vital, it will be read . . . provided it is placed in the reader's hands. They found that subscription, instead of being an assurance of readership, is only an unnecessary obstacle to controlled and selective coverage.

And they made a clean break with tradition. They spent their funds on improving editorial matter, on scientific list building and accurate control of circulation. And they built up a control of circulation as logical and effective and sound as controlled editorial appeal is in its field.

Advertisers sampled the power of this new, *thorough* coverage . . . and found the results gratifying. The cautious experiment proved to be an amazing success. The representative of any C.C.A. publication can give you startling facts on this score.

You, too, are invited to investigate the advantages of thorough, *controlled* market coverage. Ask the representative of the C.C.A. publication in your field to tell you the whole amazing story.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

Bakers Review
Bankers Monthly
Better Roads
Combustion
Compressed Air Magazine
Contractors & Engineers
Monthly
Diesel Progress
Drug Topics
Dun's Review
Electric Light & Power
Electrical Dealer
Electrical Manufacturing
Excavating Engineer
Golfdom
Graphic Arts Monthly

Hitchcock's Machine Tool Blue
Book
Industrial Equipment News
Industrial Power
Jobber Topics
Liquor Store & Dispenser
Machine Design
Meat
Meat Merchandising
Mill & Factory



Modern Machine Shop
New Equipment Digest
Petroleum Marketer
Pit & Quarry Handbook
Premium Practice
Progressive Grocer
Roads and Streets
Rug Profits
Soda Fountain
Super Service Station
Tires
What's New In Home
Economics
Wood Products

CONTROLLED CIRCULATION PUBLICATIONS

Why

KEY MEN READ
BUSINESS PAPERS

...THEY HELP ME



DO YOU SELL TO HOTELS?

Frank L. Andrews is president of The Hotel New Yorker Corporation . . . his buying power is tremendous. He says in his letter that it is difficult for him to see your salesmen. But he looks for your messages in the advertising pages of the good hotel magazines . . . and buys from them.

GOOD BUSINESS PAPERS BUILD BETTER

No. 4

A survey series by Sales Management showing that key men everywhere in industry are regular readers of business papers . . . and why.

Sponsored by the following Business Papers receiving *unanimous votes* from a jury of disinterested experts for "honest and able editing that readers can rely on."

BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER,
New York
BRICK AND CLAY RECORD,
Chicago
CHEMICAL & METALLURGICAL
ENGINEERING, New York
DEPARTMENT STORE ECON-
OMIST, New York

ELECTRICAL WORLD, New York
FOOD INDUSTRIES, New York
HOTEL MANAGEMENT, New York
THE IRON AGE, New York
THE JEWELERS' CIRCULAR-
KEYSTONE, New York
MACHINERY, New York

MACHINERY
POWER
RAILWAY
NEED
RAILWAY
SALES



HOTEL NEW YORKER

THIRTY-FOURTH STREET AT EIGHTH AVENUE, NEW YORK

OFFICE OF FRANK L. ANDREWS, PRESIDENT

RUN THIS HOTEL"

Mr. E. W. Davidson
420 Lexington Avenue
New York City

Dear Mr. Davidson:

The good business papers of the hotel industry help me run this hotel. That's why I regularly read seven of them — frequently calling the attention of our staff members to particular articles and advertisements, though two copies of each publication are routed through our offices and a number of our people subscribe personally to some of them as well.

Three weeklies each get about 15 minutes of reading time, mainly to keep me abreast of news about the business and people in it. Acquaintance is valuable in this field, you know.

I look at the monthlies in the office and then send them up to my apartment where I can have an hour or two apiece for them. They are the ones that carry a great deal of worth while operating, engineering and selling information. This kind of editorial content displays expert knowledge of the hotel business, often based on substantial research.

Although I make every effort it is difficult to find time to see every salesman, but there are others in our organization who do that. I follow manufacturers' advertising quite closely, looking for new ideas and products that we can use, often authorizing test orders. Then we conduct our own researches before buying in quantity.

I know by long experience that hotel executives pay a good deal of attention to their trade papers. Men in smaller houses probably devote even more time to these publications than I do; but the hotel magazines provide my most important business reading.

Sincerely yours,

F. L. Andrews

F. L. ANDREWS

ETR BUSINESS

Machine Design, Cleveland
Power, New York
Railway Electrical Engineering, New York
Railway Signaling, Chicago
Sales Management, New York

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Apr., May & June	Sales Prospect for Next 12 Months		Sales Prospect for Apr., May & June	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Luggage.....	★★★★	★★
Air Conditioning.....	★★★★★	★★★★★	Machine Tools.....	★★★★★	★★★★
Airline Travel.....	★★★★★	★★★★★	Machinery (Agr'l).....	★★★★	★★★★
Airplane Sales.....	★★★★★	★★★★★	Machinery (Ind'l).....	★★★★	★★★★★
Automobile Sales.....	★★★★★	★★★★	Meats.....	★★★★	★★
Automobile Tires.....	★★★★	★★	Metal Containers.....	★★	★★★★★
Baking (General).....	★★	★	Motion Picture		
Banks (Revenues).....	★	★★	Receipts.....	★★★★	★★★
Beer.....	★★	★★	Musical Instruments.....	★★★★	★★★
Building Materials.....	★★★	★★★	Office Equipment.....	★★	★★★
Candy & Chewing Gum.....	★★★	★	Oil (Cooking).....	★	★
Canned Fruits and			Paint.....	★★★	★★★
Vegetables.....	★★★★★	★★★	Paper (Newsprint).....	★★★★	★★★
Cereals.....	★	★	Paper (Wrapping and		
Chemicals (Misc.).....	★★★★★	★★★★★	Container).....	★★★★	★★★
Cigarettes.....	★	★	Photographic Supplies.....	★★★★	★★★★
Cigars.....	★	★	Plastics.....	★★★★★	★★★★★
Clothing (Men's, Wo-			Printing and Publishing		
men's & Children's).....	★★★	★★★	Equipment.....	★★	★★★
Coal (Anthracite).....	★	★★	Radios.....	★★★	★★
Coal (Bituminous).....	★★	★★★★	Railroad Equipment.....	★★★★	★★★★★
Cosmetics.....	★★★	★★★★	Railroad (Net Income).....	★★★★	★★★★
Cotton Textiles.....	★★★	★★★	Refrigerators.....	★★★★	★★
Dairy Products.....	★	★	Restaurants.....	★★★★	★★★★
Department Stores.....	★★	★★	Rural Stores.....	★★★★	★★★★★
Diesel Engines.....	★★★★★	★★★★★	Security Financing.....	★	★
Drugs and Medicines.....	★★	★★	Shipbuilding.....	★★★★★	★★★★★
Electrical Equipment			Shoes.....	★★★	★★★
(Heavy).....	★★	★★★★★	Silk Textiles.....	★	★
Electrical Equipment			Soap.....	★★★	★★★
(Light).....	★★★★	★★★★	Soft Drinks.....	★★★	★★★★
Exports.....	★★★★★	★★★★★	Sporting Goods.....	★★★★	★★★★
Flour.....	★	★	Stationery (Commer'l).....	★★★	★★
Furs.....	★★★★★	★★★★★	Steel and Iron.....	★★★★	★★★★
Gasoline and Oil.....	★★★★★	★★★★★	Sugar.....	★	★
Glass and Materials.....	★★★	★★★★	Surgical Equipment and		
Groceries.....	★	★	Supplies.....	★★	★★★
Hardware.....	★★★	★★★	Synthetic Textiles		
Hotels.....	★★★★	★★★★	(Rayon, Nylon, etc.).....	★★★★★	★★★★★
HouseFurnishings(Floor			Television.....	★★★★★	★★★★★
Coverings, Furniture,			Toothpaste and Mouth		
Beds, etc.).....	★★★	★★	Washes.....	★	★
Household Products			Toys and Games.....	★★★	★★★
(Kitchenware and			Trailers (Autos).....	★	★
Miscellaneous).....	★★	★★	Travel (Domestic).....	★★★★★	★★★★★
Imports.....	★★	★★★	Travel (Sea).....	★	★
Insurance (Life).....	★★★	★★	Trucks.....	★★★★★	★★★★★
Jewelry.....	★★★★	★★★★	Utilities—Electric.....	★★	★★
Laundry.....	★★★	★★★	Utilities—Gas.....	★★	★★★
Liquor (Alcoholic			Utilities—Telegraph.....	★	★
Beverages).....	★	★	Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★	★★

PREPARED BY PETER B. B. ANDREWS, economist of H. Hentz & Co., New York, and specially copyrighted by SALES MANAGEMENT, INC. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

Government Sustains Expenditures; Profit Margin Possibilities

Since the months of April and May last year represented a period of generally declining business, their records are expected to be exceeded with no great difficulty this year. The purchasing power created by Government spending, for one thing, is unlikely to lessen during the second quarter of this year, in spite of the sharp decline in relief expenditures and the higher taxes which business is likely to pay.

In the first nine months of the present fiscal year, W.P.A. expenditures were cut more than \$600,000,000, but this has been fully offset by heavier benefit payments to farmers and greater outlays for armament. This ratio is likely to continue for the next several months, at least. Private spending, moreover, is running along at a high rate. New plant construction, led by the aviation industry, is close to the highest point since 1929.

Naturally, expansion programs are subject to revision, in view of the virtually unpredictable shifts of the unique war abroad, but additional stimulus to business activity may well originate from political factors. Sentiment of the Future Sales Ratings' Board of Editors is virtually unanimous that election of either a conservative Democrat or Republican in the November presidential election would stimulate immediate launching of expansion plans, to take advantage of low interest rates, low raw material costs, and plentiful labor supply.

Profits Sustained, Increased

The improvement in all-round plant efficiency which (forced by depression and regulation) has resulted from introduction of modern machinery and plant rearrangements, points to the possibility of an exceptionally large advance in profits. This becomes all the more evident when it is realized that in the face of the much-bemoaned "profitless prosperity" of some years of the present political regime, 68 corporations out of 470 increased their profit margins to an all-time peak in 1939, while a substantial percentage of the remainder was able to sustain percentages of profit with respectable comparisons to 1928, 1929 and other large-margin years. This, moreover, has not been done at the expense of the average consumer, since finished goods quotations as a whole were smaller (to use one example) in 1939 than in 1938, 1937 and 1936.

Detroit Is Going—and Growing— Right *NOW*!

February, 1940
Factory Employment
UP 40,000 WORKERS
Over February, 1939

Factory Production, Employment, Passenger Car Deliveries—All Substantially Above Feb., 1939

Of all the six major industrial regions in the United States, the Detroit area in 1939 was the only area to register an increase in factory employment over 1938. Detroit's gain was 28.7%!

Continuing its rapid pace in 1940, Detroit's industrial employment index for February stood at 110.7 as compared with 99.3 for February, 1939. This increase represents a gain of nearly 40,000 workers and brings the total to 380,000 now employed in factory work, alone!

Automobile production for February, 1940, totaled 412,000 units—the second

highest February production in the history of the automotive industry.

Detroit is growing, and buying. And The Detroit News is keeping pace. With the highest February weekday circulation in its history; the highest February Sunday circulation in 10 years, and an ALL-TIME high in Home Delivered circulation*, The News now offers advertisers access to more homes in this rich, prosperous market than it has ever before been possible to reach through any one newspaper. Test your sales plan in Detroit—and in The News—now!

* The Detroit News has the greatest ABC recognized home delivered circulation of any newspaper in the United States.

The Detroit News

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ

Current Effective Buying Income

State & Section	Ratio of Current Annual to 1939 Average	Per-Family Annual, 12 Months to Date	Gain, in Millions of Dollars over Previous 12 months	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent	State & Section	Ratio of Current Annual to 1939 Average	Per-Family Annual, 12 Months to Date	Gain, in Millions of Dollars over Previous 12 months	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent
Connecticut.....	101.5	\$2,995	17.10	★★★	North Carolina.....	101.1	\$1,537	10.80	★★★
Maine.....	101.0	2,099	4.30	★★	South Carolina.....	101.6	1,358	7.58	★★★
Massachusetts.....	100.8	2,997	25.22	★★	Virginia.....	101.3	1,781	11.87	★★★
New Hampshire.....	100.3	2,060	.66	★★	West Virginia.....	101.8	1,712	11.13	★★★
Rhode Island.....	100.3	2,791	1.34	★★	South Atlantic.....	101.0	1,873	68.05	★★
Vermont.....	100.6	2,255	1.11	★★	Alabama.....	99.9	1,025	—5.58	★
New England.....	100.9	2,800	49.73	★★	Kentucky.....	98.5	1,277	—11.69	★
New Jersey.....	100.8	2,804	23.10	★★	Mississippi.....	99.2	747	—2.74	★
New York.....	100.4	3,246	42.02	★★	Tennessee.....	99.2	1,480	—6.78	★
Pennsylvania.....	101.7	2,520	94.45	★★★	East South Central.....	99.2	1,156	—21.79	★
Middle Atlantic.....	100.9	2,924	159.57	★★	Arkansas.....	99.2	1,117	—3.80	★
Illinois.....	101.0	2,417	45.85	★★	Louisiana.....	99.2	1,500	—5.75	★
Indiana.....	101.6	1,936	25.72	★★★	Oklahoma.....	99.8	1,661	—2.16	★
Michigan.....	100.9	2,589	28.67	★★	Texas.....	99.7	2,029	—7.70	★
Ohio.....	101.1	2,355	44.37	★★★	West South Central.....	99.6	1,728	—19.41	★
Wisconsin.....	100.7	2,337	11.73	★★	Arizona.....	100.7	2,071	1.60	★★
East North Central.....	101.1	2,360	156.34	★★★	Colorado.....	99.0	2,004	—5.17	★
Iowa.....	99.4	2,073	—7.36	★	Idaho.....	101.3	2,108	2.87	★★★
Kansas.....	101.6	1,685	12.75	★★★	Montana.....	100.5	2,162	1.59	★★
Minnesota.....	101.2	2,543	18.45	★★★	Nevada.....	99.8	2,974	—1.13	★
Missouri.....	100.8	2,021	14.67	★★	New Mexico.....	98.9	1,747	—1.89	★
Nebraska.....	100.7	1,703	4.16	★★	Utah.....	100.5	2,168	1.22	★★
North Dakota.....	104.3	1,726	10.30	★★★	Wyoming.....	100.1	2,692	.11	★★
South Dakota.....	102.6	1,726	7.05	★★★	Mountain.....	100.0	2,111	.20	★
West North Central.....	100.9	2,018	60.02	★★	California.....	100.8	2,918	36.70	★★
Delaware.....	100.2	2,712	.29	★★	Oregon.....	100.4	2,254	2.58	★★
District of Columbia.....	100.1	4,558	.30	★★	Washington.....	100.5	2,442	4.67	★★
Florida.....	100.4	2,038	2.83	★★	Pacific.....	100.7	2,733	43.95	★★
Georgia.....	100.8	1,502	7.96	★★	U. S. A.....	100.7	2,282	496.66	★★
Maryland.....	101.5	2,671	15.29	★★★					

(1) Based on expected percentage change from state's income same period preceding year.

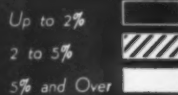
INCOME FORECAST MAP

APRIL - JUNE

Probable Effective Buying Income as Compared with Same Period a Year Ago

LEGEND

Probable increase:



PICTOGRAPH BY
Sales Management

Cross-Sections

—the tale of Mount Vernon, seventy miles away!



"KMOX surely sells lots of goods for me. You'd be surprised at the calls I get for Rinso, Oxydol and other products—all a direct result of KMOX."

R. S. Piercy
Piercy Grocery



"Every time I hear a new drug product on KMOX I put in my order, for we invariably have lots of calls for it immediately after the broadcast."

Neil K. Bond
Porter & Bond Drug Co.



"My favorite station—KMOX. My favorite program—'Pappy' Cheshire. Everyone in Mt. Vernon enjoys the two of 'em."

Orla Lashbrook
Mt. Vernon Tent & Awning Co.



"I always test receivers on KMOX as it's the standard here for highest quality signal."

Wm. V. King, Service Mgr.
Manion's Radio Service



"Lots of folks tell me they listen to and enjoy the Texaco show. My favorite on KMOX is 'Pappy' Cheshire."

Glenn B. Price, Prop.
Texaco Service Station



"We have a hard time to keep Franco-American products in stock at the rate KMOX moves 'em off our shelves."

Mrs. Evelyn Borden
Borden's Grocery

Study after study has proved that KMOX has more listeners in St. Louis than all other St. Louis network stations *combined*. But KMOX' dominance is just as pronounced in the outside areas of the rich KMOX market. Here is one cross-section . . . of people who live and work in Mount Vernon, Illinois—seventy miles away! KMOX' *rate* is based only on St. Louis coverage. But KMOX delivers *results* in a prosperous two-state area. That's another reason why more of the nation's largest advertisers use KMOX than use any other St. Louis station.

KMOX

50,000 WATTS • CBS • ST. LOUIS

Owned and operated by
The Columbia Broadcasting System
Represented by Radio Sales:
New York, Chicago, Detroit, St. Louis
Charlotte, N. C., Los Angeles,
San Francisco

Two salesmen had the same idea!



ONE OF THEM SAID:

*"I'll try to remember to mention
that to Brown Brothers when I get
around to their
town next week."*



THE OTHER ONE SAID:

*"Here's a telephone booth. I'll call
Bill Brown right now!"*



Which salesman will need a new order book first?

Alert, successful salesmen today do much effective traveling *by telephone*.
... They keep in *personal* touch with customers between trips, pass on
suggestions, report price changes, pick up new leads and extra orders.
They telephone ahead to the next town for time-saving appointments.
They use Long Distance in dozens of ways—*because it pays!*



Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending April 1, 1940:

TNEC Investigates Barriers

DURING THE WEEK ENDING MARCH 23 the Temporary National Economic Committee heard several witnesses each day on the subject of trade barriers. Hearings are held in the caucus room of the Senate Office Building.

There is an air of informality about the hearings. Committee members—Senators, Congressmen, representatives of various Federal departments—wander in and out, as do newspaper men and visitors. Witnesses are required to furnish prepared statements in advance, and in testifying they read from them. Since both committee members and newspaper men have copies of the statements, and glance through them as the witness reads his testimony, there is little excitement except when a member of the Committee asks the witness a question or debates a point with him. Occasionally a member of the Committee handles a witness roughly, as when Congressman Hatton Summers asked a witness representing an automobile association: "Do you know such and such to be true?"

"No sir, I don't know it to be a fact."

"I'm not asking you what you *don't* know; I am asking you what you *do* know," the Congressman shot back at him.

N.F.S.E. Offers a Program

PHILIP SALISBURY, chairman of the Trade Barriers Committee of the National Federation of Sales Executives, and executive editor of SM, was subpoenaed by the TNEC to testify as to the effects of trade barriers on sales of organizations operating in interstate commerce. Excerpts from his testimony:

"The first suggestion which the National Federation of Sales Executives wishes to make is that your Committee recommend that the Bureau of Foreign and Domestic Commerce be empowered to conduct a periodic survey among manufacturers, wholesale distributors and retail merchants, designed to measure the actual dollars and cents economic loss resulting from state and municipal barrier laws. This activity, we believe, should be commenced at once at least on a sampling scale and with special reference to ascertaining the current experience of sales executives now serving manufacturers engaged in interstate commerce. It is one thing to compile a static survey of trade barrier laws as they now exist and something else again to know exactly what such laws are doing to interfere with sales, to decrease employment and to raise living costs."

"As pointed out frequently by Arthur Ramsdell, president of our Federation, it would be relatively easy to repeal barrier laws and to stop the passage of the proposed ones if the housewife knew that they cost her, let's say, one dollar a week on her food and household bills; if the factory worker knew that he had lost his last job because of them; if the manufacturer knew that they were cutting his sales by one-quarter; if the retailer had facts which indicated that the people were able to buy only nine-tenths as much merchandise as they otherwise would buy.

"Theoretically barrier laws help certain minority interests and hurt other interests. Actually, what is the balance? What are barrier laws costing—and who is paying for them? Are they resulting in unnecessary increases in prices,

and how much? Do they cut down consumption and lower costs of living and to what extent?"

"As an example of what we mean, take the well-known Wisconsin oleomargarine law which is designed to protect the dairy farmers of that state, and has the practical effect of equalizing the price between oleomargarine and butter and denying the use of a low-priced alternate to lower bracket incomes. The dairy farmers of that state doubtless think that they were very smart in keeping oleomargarine out of Wisconsin. They can count the savings right in their pocket-books. But *can* they? Almost 90% of Wisconsin's dairy product capacity is available for export. But the state has made itself so disliked in the southern states that recently Georgia refused to admit Wisconsin butter intended for distribution to relief families on the ground that Wisconsin was discriminating against Georgia cotton-seed oil used in the production of oleomargarine.

"What is the true balance in the State of Wisconsin? Is the net effect good for that state or does the oleomargarine law cost the state many millions of dollars more than it puts in the pockets of her dairy farmers? How much more does the Wisconsin housewife pay for butter than would be the case if oleomargarine were allowed to compete freely?"



"The second suggestion of the National Federation of Sales Executives is that your committee recommend that the Bureau of Foreign and Domestic Commerce operate a continuous reporting service on proposed barrier laws coming before state, county and municipal legislatures. A great majority of the existing barrier laws were placed on the statute books because no particular fight was made against them and no particular fight was made against them because neither business nor consumers were properly informed about them.

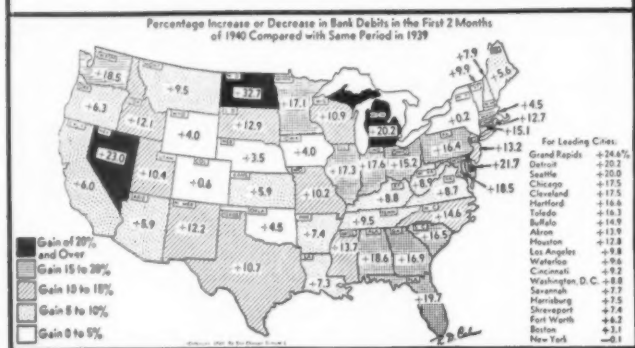
"No private organization we know of is equipped financially or otherwise to operate such a service and yet it is vitally needed. The bulletins that grow out of such a reporting service should be cleared post haste to business organizations of all kinds, to civic groups of all kinds, to editors serving all types of media and to consumers groups of every description. Such bulletins must come from an unbiased source such as the Government and must be widely circulated to assure a maximum of attention, consideration and ultimate wisdom—because in the end this great problem of state trade barriers must be solved according to the light of public opinion. But both business and the public must have the fullest kind of information to assure and insure sound judgment.

"The Marketing Laws Survey of the Works Progress Administration has done an admirable job of assembling and digesting existing state laws. Their analysis provides information which will be helpful in the fight to repeal existing laws, but in the meantime new laws are being proposed every day.



"As a third and final suggestion, we would like to point out that you might urge that the services of the Federal Trade Commission be used to soften or limit some of the harmful effects of existing barrier laws. The Federal Trade Commission is policing industry through its enforcement of such laws as the Robinson-Patman Act and the Wheeler-Lea Act. Business organizations are estopped from indulg-

Amount of Business Done by Checks in the First 2 Months of 1940 and 1939



ing in unfair and deceptive acts or practices such as mislabelling of their products and the making of false advertising claims.

"Why isn't similar action taken against states which indulge in deceptive trade practices? For example, Georgia is one of several states in which the only legally fresh eggs are eggs laid by hens in that state. Eggs laid by hens in other states, even if they are rushed by railway air express into Georgia so that they go on sale the same day that they are laid, cannot be sold as fresh eggs.

"At least by implication, the State of Georgia is saying to its citizens, 'Only Georgia eggs are fresh eggs.'

"Is not this a false advertising claim? Isn't it unfair competition? Isn't it unreasonable restraint of trade? Wouldn't the Federal Trade Commission take action against any manufacturer guilty of such practices and making such claims? Why are states presumed to be moral and manufacturers immoral if they are guilty of the same practices?

"This example offhand sounds humorous, but it has its serious side. Many of the arbitrary inspection, grading, labeling, etc. provisions of state or city laws are in fact operated in such a manner as to deprive legitimate business of a fair opportunity to make legitimate sales, and deliberately to deceive the public into believing that certain home-state products have virtues and qualities not to be found in so-called imported products when such is not, in fact, the case."

Don't Get Pessimistic

THE WIDELY ADVERTISED and generally expected recession in business took place in the first quarter about as advertised. The figures look bad if comparison is made with the heights reached in the Fall spurt, but they look good if comparison is made with the same months of either 1939 or 1938. The map on this page compares bank debits for January and February of this year with the same months last year—and every single state in the Union shows an increase!

There doesn't seem to be much to fear unless business becomes afraid and starts slashing employment, and sales and advertising appropriations. There would be an upturn and an immediate one if companies followed the Coca-Cola program described in this column March 15. As reported by DeSales Harrison, vice-president of the company, "When the business curve turns down, we increase our advertising appropriation instead of decreasing it. In that awful year 1932, the president asked for and received from his directors an extra \$1,000,000 for advertising. In 1933 he obtained an additional \$500,000." In 1929 Coca-Cola paid a dividend of 94 cents. In 1932, \$2. In 1939, \$5.

Tell Them—and Tell Them Again

ONE OF THE BEST EXPOSITIONS on the value of continuity in advertising—and it applies equally well to the messages your salesmen tell—was given by Kerwin H. Fulton, president of Outdoor Advertising Incorporated, last Tuesday before the Los Angeles Advertising Club. In a talk on "Advertising Today," he gave this description of a fundamental sales problem.

"It would be easy if you could just 'get that guy alone' for a few minutes each day and if he were interested in your story. But it's practically impossible to get him 'alone' and besides he and his family are *not* interested. They're interested in a morning shower, and in eating breakfast, and in getting out to the office, or to school, or to the beauty shop. They're interested in going to the football game or the fights, or having the neighbors in for a game of bridge, or in going to the movies, or in paying the gas bill, or worrying about the baby's cold. . . .

"You have to flag the prospect with a 'Stopper' to catch his attention at all. And what makes it tough is that two thousand other fellows are trying to flag him too. From the moment he opens one eye in the morning, until he clicks off the bed-lamp at night, red-hot advertising messages are being projected at him from all directions. Radio, Magazines, Newspapers, Outdoor, Direct Mail, Car Card, Window Display, Counter Cards—they're even written in the sky.

"Everybody wants a few minutes of his undivided attention, and there just aren't enough minutes to go around. To make an impression, the advertiser must pack a powerhouse into a split-second sales-talk because the prospect is a busy man.

"Worse yet, he has a bad memory. Even if he does hear what you say, he promptly starts to forget it. Things must be repeated over and over to fix them in our minds, and must be used constantly to keep them from slipping away."

Pot Shots

SILLIEST ARGUMENT: Federal Communications Commission clamped down on RCA on the ground that its advertising and promotion of television sets at this time would tend to discourage research in the field. Isn't it more likely that it would encourage research? Wouldn't competing companies redouble their efforts to improve television sets? That's the way it has always worked in our competitive economy. Of course television sets will be better in future years. The FCC argument seems about as absurd as it would have been to argue in 1910 that an automobile company should not advertise its cars on the ground that cars ought to be better in 1940, and that advertising them now would discourage research.



Why Advertisers Do Not Always Get the Best Service an Agency Is Equipped to Render: Our friendly contemporary, *Printers' Ink*, questioned 150 leading advertisers to determine the extent of services expected of and performed by advertising agencies. Only one in three expects the agency to help in catalog planning, house organ planning or planning of sales policies. Only one advertiser in five expects his agency to participate in sales meetings, sales plans or new product development. Only one in ten expect any help in sales training or in the preparation of annual reports. Only one in 13 ask the agency to do any work with salesmen in the field. Advertising will never reach its maximum effectiveness unless it meshes with all phases of the sales job.



Perry



Meyer



Lippman



High

FOSTER N. PERRY is named general sales manager of American Bosch Corp., Springfield, Mass. He has been with the company ever since graduating from M.I.T. in 1924, serving at the main plant and as division sales manager in New York and Chicago.

RICHARD F. MEYER has been appointed general sales manager of General Baking Co. (Bond bread), New York. For the past 15 years he was with Continental Baking Co., most recently as vice-president in charge of operations in the N. Y. metropolitan area. Since last January, when he resigned from Continental, he has been labor relations consultant for members of the baking industry.

FELIX L. LIPPMAN is the new sales manager of Timely Clothes, New York. He has been with the firm for 15 years, serving most recently as advertising manager, where in addition to developing Timely's advertising, he did sales promotion. He will continue to supervise the advertising.

HERMON A. HIGH, for 11 years with Vick Chemical Co., Greensboro, N. C., is elevated to general sales manager. He has been Vick's Canadian manager, trade relations manager, and northern sales manager. To assist him in his new post, R. D. Waters and H. R. Marschalk have been made assistant sales managers.

NEWS REEL



Hartnett



Fischel



Brewer



Legler

JOHN B. HARTNETT has been elected secretary of Haloid Co., Rochester, N. Y., maker of photographic papers and of the Rectigraph photo-copying machine. Joining the company in 1936, he has been in charge of sales promotion and advertising. He will continue to handle those matters.

VICTOR A. FISCHEL, director of marketing of Seagram Distillers Corp., New York, has been appointed general sales manager of the eastern and central divisions. James M. Elliott henceforth will confine his work to the West Coast. Mr. Fischel has been with Seagram for the past six years.

Photograph of Mr. Meyer by Blank-Stoller; Mr. High, by Blackstone Studios; Mr. Legler, by Underwood & Underwood.

EDWARD V. BREWER replaces John R. Cassell as general sales manager of Ozalid Corp., Johnson City, N. Y., positive printing firm. Mr. Cassell is now vice-president in charge of metropolitan New York sales. Mr. Brewer was formerly West Coast distributor for National Distillers. Prior to that he was sales manager of Copeland Refrigerators.

FREDERIC M. LEGLER is made executive secretary of the coffee industry's Joint Promotion Committee, representing six Latin American coffee producing countries, organized in the Pan American Coffee Bureau, and the Associated Coffee Industries of America. He has been with the N. Y. Times, and with Parents'.

American Housewives Report Likes and Dislikes about Food Advertising

A nation-wide Sales Management-Ross Federal survey for food advertisers, their advertising agencies, publishers and radio station executives interested in pleasing and selling the American housewife. Here she tells how she plans her meals, the type of help most appreciated in planning meals, what an ideal cook book should contain, the ideal size—and how more than a score of food advertisers measure up in their attempts to give her what she wants and will use.

judge whether the dish which has piqued her interest is beyond the limits of her budget. A decorated chocolate cake, for example, may look luscious but "expensive" in a color reproduction, but may actually be comparatively economical to make. Unless the recipe is there to answer the cost question, the reader may not care to go to the trouble she otherwise must take to find out: To write for a recipe booklet, for instance, or to buy a package of the advertised product in which a recipe

AMERICAN home-cooked meals would be monotonous if advertisers should suddenly stop publishing recipes, for two-thirds of the housewives get definite regular help from food advertisers.

Their strongest preferences are for recipes complete in the advertisements and for color illustrations of specific dishes; seven out of ten make a habit of clipping or copying recipes and saving them; eight out of ten have recipe books published by food advertisers; most popular advertisers' recipe books are those published by makers of baking powder and shortening, the leaders being Spry, Royal Baking Powder, Calumet, Crisco and Rumford.

These are highlights of a survey made by Ross Federal Research Corp. for SALES MANAGEMENT in 1,009 kitchens. Geographically the survey was spread among 26 cities stretching from Massachusetts to California, from North Dakota to Georgia. The interviews were spread uniformly among four income groups above the relief families.



Ewing Galloway

Mary's mother was a good cook long before she was a bride . . . she learned by helping and watching her mother. But Mary—and most young women of today—stepped abruptly from "job" to kitchen; learns to cook "by the book." Thus, in food advertising, she is more interested in recipes and illustrations of finished dishes than in anything else; is eager to collect manufacturers' recipe books; uses most often those whose tested recipes give her best results; wishes that manufacturers would not over-promote their own products, that descriptions of dishes would include number of servings, that cook books would be made in a standardized size.

1. Do you get definite help in menu-planning from food advertisements?

Yes 64.7%
No 35.3%

2. What features in advertisements of a food product interest you?

See Table I for answers to this question. In addition to this table, separate breakdowns were made for those who said in answer to the first question that they received help and those who said they received no help. As might be expected, the latter group answered more frequently that their interest was "mild" or "none"; but while the percentages varied materially

from the "receive help" group, the order of ranking was about the same.

Analysis of Table I carries more than a mild suggestion that food manufacturers who make a product which is an ingredient for a dish rather than a complete and ready-to-serve food in itself, would be sure of a substantial degree of interest in their advertising if, instead of extolling the glories of the product *per se*, they attempted, in copy and illustration, to answer the question, "How does it look when it's finished, and how can I make it?"

A point also not to be overlooked: When a recipe is complete in an advertisement, the housewife can readily

leaflet is included, or to hunt up a recipe in a standard cook book.

3. Do you make a habit of clipping or copying recipes, and saving them?

Very little difference was found between income groups in the answers to this question. Class A housewives were highest, with 75.1% answering yes, but the Class D group was also high, with 69.0%.

Yes 70.2%
No 29.8%

4. Do you have any recipe books published by food companies?

Again the interest was unusually

SALES MANAGEMENT

uniform as between income groups, with Class C housewives leading with 85.3% affirmative answers, and the highest income group, A, having the fewest, 76.7%. The grand total:

Yes 80.1%
No 19.9%

5. Name these recipe books you have and which are published by food companies.

Spry	39.2%
Royal Baking Powder	38.0
Calumet	28.1
Crisco	25.6
Rumford	15.3
Jello-O	15.1
Baker's Chocolate	11.0
Gold Medal	10.4
Knox	10.3
Swansdown	10.0
Pet Milk	8.5
Kraft	6.9
Wesson	5.9
Heinz	5.8
Karo	4.8
Pillsbury	3.9
Armour	3.6
Lighterust	3.3
Arm & Hammer	3.2
Hershey	3.1
Whitehouse *	2.7
All others	76.2

* Not to be confused with standard cook book.

A significant point to be noted here is the very apparent interest in cook books which offer recipes primarily for baked goods. Note that seven out of the ten most popular recipe books are sponsored by products used in major part, or in substantial part, for baking: Spry, Royal, Calumet, Crisco, Rumford, Gold Medal and Swansdown. Even Baker's Chocolate could be added to the list, for cakes, frostings and fillings, small cakes, and pastries, dominate the recipe book furnished on this product by General Foods.

6. How or where did you get each of these recipe books?

Sent away for them	38.0%
At grocery store	34.1

Gift of friend or relative	5.4
Left at the door	4.3
With product purchased	2.2
At food show	2.0
Sent coupons	1.8
At demonstration	1.6
From salesman-agent	1.2
At fair	1.0
At cooking school	1.0
Purchased	.8
From radio station	.5
All others	.6
Don't remember	5.5

100% is the number of recipe books on hand published by food companies, a total of 2,725, or nearly three to a family.

7. Which one(s) of the recipe books do you use most often?

8. Which one(s) of the recipe books do you use least?

	Use most,	Use least,
	%	%
Spry	44.1	15.6
Royal Baking Powder	32.6	14.8
Calumet	25.3	15.7
Crisco	25.4	18.2
Rumford	32.0	24.8
Jell-O	8.1	32.3
Baker's Chocolate	14.4	23.3
Gold Medal	43.5	3.5
Knox	6.0	38.1
Swansdown	17.1	14.6
Pet Milk	26.1	17.4
Kraft	10.7	35.7
Wesson	4.2	29.2
Heinz	19.1	17.0
Karo	2.6	35.7
Pillsbury	34.4	12.5
Armour	6.9	24.1
Lighterust	18.5	7.4
Arm & Hammer	3.8	23.1
Borden	23.1	26.7
Hershey	4.0	28.0
Whitehouse	22.7	22.7
All others	15.3	24.8

100% is the number who have each book.
19% of the women expressed no preference; 5% said they didn't use any.

Five Leaders in Distribution of Cook Books

Spry	39.2%
Royal Baking Powder	38.0
Calumet	28.1
Crisco	25.6
Rumford	15.3

Five Leaders in Cook Books Used Most Often

Spry	44.1%
Gold Medal	43.5

Pillsbury	34.4
Royal Baking Powder	32.6
Rumford	32.0

7a. Which one(s) of the recipe books do you use most often? Why?

Best results—good recipes	30.2%
Complete book—variety of recipes	14.5
Use the product	12.7
Have only one	8.7
Practical—easy to use	6.3
Best for baking	5.8
Economical recipes	3.7
Habit	3.5
Complete recipes—more detail	3.2
Tested recipes	3.2
Simple recipes—not too fancy	2.4
Newest—most modern	1.6
Illustrations	1.4
Easy to adapt to own style	1.1
Best for salads	.8
Best for desserts	.8
Good fancy recipes	.3
No particular reason	10.8

100% is the number who mention a recipe book.

It should be obvious to the manufacturer who sponsors a recipe book that the job of preparing it should be done by an expert, because continued use of the book after it is in the hands of the housewife depends upon her getting good results with formulas presented in it. If one flops, she is likely to conclude that the whole book is unreliable. On the other hand, if the recipes are scientifically accurate, and directions are reasonably fool-proof, the book in question stands a good chance of being used frequently, and continued successes will encourage the cook to attempt new dishes utilizing the same advertised ingredient.

Too Selfish to Be Useful

Here the editors feel inclined to throw in another word of caution: The manufacturer's idea of a good cook book is too likely to be one that overloads every recipe with *his* product, whereas the housewife's idea of a good cook book—one she will use—is one done less selfishly. One housewife interviewed, for example, pointed out a recipe for timbales in which cheese was the principal ingredient, and then to the suggestion that a cheese sauce be used as an accessory. (Naturally, the book was sponsored by a leading cheese manufacturer.)

"That," said she, "tries my patience. I distrust the recipe to begin with, because it's obviously a case where the manufacturer is trying to get as much of his product into each dish as possible, even when common sense dictates that it's a mistake. Cheese is a concentrated and highly flavored food, and cheese on top of cheese is just too much cheese for the taste of the average person."

Table I

What Features in Advertisements of a Food Interest You?

	Degree of Interest			
	Strong	Average	Mild	None
1. Recipes complete in the advertisement	43.4	27.2	16.0	13.4
2. Color illustration of specific dishes	43.3	24.8	14.5	17.4
3. Suggestions for using left-overs	31.2	23.2	21.2	24.4
4. Offers of recipe booklets	20.6	23.7	22.5	33.2
5. Ideas for parties	16.7	18.7	18.1	46.5
6. Suggestions for weight reducing menus	13.7	10.1	10.3	65.9
7. Suggestions for body-building menus for children	29.7	12.7	9.0	48.6
8. Information about calorie content	20.6	16.1	14.7	48.6
9. Information about vitamin content	33.8	19.2	13.2	33.8

8a. Which one(s) of the recipe books do you use least? Why?

Seldom (never) use the product..	22.6%
No variety of recipes—specialized	16.4
Little use for it.....	11.6
Prefer others	9.1
Poor results—don't like.....	8.4
Don't like the product.....	7.5
Too difficult to use—too much detail	2.8
New—not used to it.....	2.5
Old fashioned	2.0
Too old—know everything in it..	1.8
Incomplete information—too brief	1.6
Not economical	1.2
Recipes too fancy	1.1
Recipes too heavy—too rich.....	.4
Not attractive4
Recipes not healthful.....	.4
Recipes not tested.....	.2
Small print2
Have clipped favorite recipes.....	.2
No particular reason.....	11.9
100% is the number who mention a recipe book.	

9. How do you keep your recipe and cook books?

In a pile in a drawer.....	60.2%
In a pile on a shelf.....	19.7
On edge on a shelf.....	7.9
On edge in a drawer.....	4.8
In a box or chest.....	2.9
In cabinet or closet.....	2.0
In a file	1.3
On table or desk.....	.7
On a hook7
On stove or range.....	.4
All others9

These answers indicate a lack of system, and well they may, because with the present lack of standardization of sizes of cook books offered to the public by food manufacturers, system is well nigh impossible. When an investigator examined one housewife's collection of recipe booklets, he found 49 cook books, sponsored by manufacturers or food associations made up in 31 different sizes! This housewife who complained about the lack of standardized sizes, had solved her problem by buying a whole series of looseleaf 7 x 10 binders, and having the cook books punched to fit in them in logical groups. (Are you listening, AGMA?)

And while the standardization committee is in session, here's another motion to lay on the table: Why not take the family of four as the average American unit and standardize *all* recipes to serve four people? In the book, "Coconut Dishes That Everybody Loves," put out by General Foods, we have on page 24 several recipes. One says "Serves 8"; another, "Serves 6"; still another, "Serves 4." On page 29 we run into one that "Serves 10." Does that make sense? —or make it anything but confusing for the user of the book?

One more point: Not nearly enough sponsors of cook books tell the housewife how many persons each recipe will serve. Why omit such vital in-

formation? And why omit it from the labels of packaged food products? Can you tell offhand how many people can be served with three 9-ounce packages of spaghetti? If you can, you're either George Rector or Mr. Mueller, but you're not twelve million American mothers with Saturday night supper on their minds.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Direct Mail and Dealer Helps]

"A Glass of Prosperity"

California State Brewers' Institute is using 3,000 billboards, 6,000 car cards which suggest "enjoy a glass of prosperity" and "it's smart to ask for your favorite brand of beer."

These current slogans are part of a co-op campaign "to educate Californians to the value of their state's beer industry." Subsequent posters and car cards will explain: "Crops from 155,117 acres of farm lands supply the beer industry in California"; "the beer industry in California pays \$46,000 in taxes *every day*"; and the industry "supports 184,000 people."

The long-range public relations activity is aimed at dampening dry sentiment before it gets a head start. Further, the Wine Institute has been conducting a successful co-op campaign both in California and nationally for the past year. Sales rose 20%, ads have been boosted, too. For beer to hold its own and make gains, a similar effort was felt necessary.

An exhaustive array of facts and figures have been compiled by the brewers from which its publicity will be drawn. A committee of representatives from all the ad agencies handling beer accounts in the state prepares the copy. That's a new twist.

Acme's Blanket

Individual brewers, of course, are continuing their separate campaigns. Largest in California and the West (20th in the nation) is Acme Breweries, San Francisco. Last year Acme's sales of 498,015 barrels was a gain of 50,000 over 1938, and more than "three and a half times the combined gain of the rest of the California brewing industry for the same year."

To maintain its lead Acme is blanketing the 11 western states with outdoor posters, and using practically every western daily (color half pages and b. & w.). A George Petty luscious lady telephones the slogan "it's dietetically non-fattening" in some of the ads to intimate that you, too, can

10. Does the size of the recipe books affect your use of them?

Yes	34.3%
No	65.7%

If "Yes," Why?

Prefer if all uniform in size.....	23.8%
Not too large.....	20.3
Prefer small	18.9

(Continued on page 40)

drink Acme and be a 1.1.

Emil Brisacher & Staff, San Francisco, handles the \$550,000 account.

Headquarters

"Heating and plumbing headquarters" is the theme of a Spring campaign begun last month by American Radiator & Standard Sanitary Corp., N. Y., in 1,522 newspapers and in *American Home, Better Homes & Gardens, House Beautiful, House & Garden, Successful Farming*. Total circulation is about 28,500,000.

Before 1939 American Radiator and Standard Sanitary divisions advertised separately. Last year "the corporation" ran a campaign in 1,568 papers, no magazines. The current effort, says Blaker Agency, N. Y., in charge, is an attempt to make people think of the company for all types of heating and plumbing equipment, for castles, cottages and all points between.

Painless Parker

Most dentists, like doctors, do not advertise. But Dr. Painless Parker has been advertising in California for years. It is said that 3,000,000 people obey his, and his associates' command to "open wide now" in West Coast cities where the "advertising dentist" has offices.

Last month Painless Parker tooth paste and powder made its debut in a test in San Diego. Morning and evening dailies, double car cards, counter displays and window banners carried word of "these fine dental products" which "will assist you in cleaning your teeth and gums. That is ALL they claim to do. That is ALL you should try to do. Leave the rest to your dentist."

A letter from McCann-Erickson (San Francisco office), agency in charge, to other dentists asserts, "after the first few introductory advertisements, the emphasis swings even more to dental health and care predicated upon the advice and services of the dentist."

Associated Dental Supply Co., producing unit for Parker, will thus seek to gain the kind regard of non-advertising dentists. Druggists are wooed by Fair Trade price restrictions on paste and powder, by making them the major outlets. With these two trade assists, plus a ready-made consumer market among Parker patients, the new products are expected to have a running start. Marketing zones will be widened as rapidly as is consistent with the policy of carefully planned procedures.

Coffee for Spring

Hills Bros., San Francisco, are employing some 400 newspapers—scattered from the Pacific to Detroit—to talk about their "Red Can" coffee. Theme of the Spring drive is that most women appreciate praise of their coffee. A sure way to receive compliments is to use Hills, "it makes no difference what type of coffee-maker you use."

Scheduled are a series of weekly insertions of from 20 to 60 inches. N. W. Ayer is the agency.

William S. Scull Co., Camden, N. J., makers of Boscul coffee, is likewise using newspapers (23 in N. Y., Penn., Md., Del., Ohio) to promote its brown beverage. A Sunday evening program over KYW, Philadelphia, supplements. Theme is a "I like Boscul coffee because—" contest of 25 words or less. First prize is \$500, five more are \$100, 200 merchandise prizes. Essayists must accompany entries with a strip of metal from the can. Compton, N. Y., is the agency.

"Did He Say—"

Last year an engaging series of Otto Soglow cartoons pictured assorted characters inquiring "Did he say eight?" The answer, "No, he said ten," drove home the point that Martin's Scotch whisky is ten, not eight years old. Martin's current series carries on with more cartoons in which the lines are repeated, "Did he say Scotch?" "No, he said Martin's Scotch."

McKesson & Robbins, Inc., Martin distributor, places the ads in 117 newspapers of 79 cities in 34 states, D. C. and Hawaii. Bowman & Columbia, N. Y., is the agency.

Fly Hunt

"There ain't no flies on me," rural smart-alecks used to chortle. Stanco, Inc., N. Y., maker of Flit, is proud to proclaim that there are 2,000 flies on it. With more to come.

The company ran 2,000-line ads in Miami newspapers recently offering

\$10,500 in rewards for dead flies. Called a "Flit Fly Hunt," the stunt involved 2,000 flies which were colored with a secret silver spot on their backs and distributed equally all over Miami and Miami Beach. Anyone bringing them in, together with an open can of Flit received \$5. "Big Butch," labelled "Public Enemy No. 1" and marked with a gold spot, was called "the biggest, ugliest-looking fly of them all." He was worth \$500 to his lucky murderer.

2001 CASH PRIZES ★ MIAMI AND MIAMI BEACH GO ON "FLIT" ★ YOU CAN WIN \$5 or \$500 OR MORE

FLY HUNT MARCH 11 TO MARCH 16

\$10,500 REWARD

EXTRA! \$500 FOR "BIG BUTCH" MIAMI PUBLIC ENEMY NO. 1

FLIT

"Big Butch" is still at large.

McCann-Erickson, N. Y., agents in charge, say that the public loved the novel contest, searched excitedly for "Big Butch." But he was presumably alive when the contest ended, for no one collected the bounty money. Stanco won't say how many flies were brought in ("our competitors would like to know"), but it was plenty. Some of them, undoubtedly, were killed with Flit, though this, to avoid lottery laws, was not a condition of the contest.

"Maybe we'll repeat the hunt on a national, even a world-wide, scale," say McC-E. "Certainly it'll be tried in other towns during fly time. Definitely it was a wow in catching public fancy."

Packard Asks Him

After advising "Ask the Man Who Owns One" for these many years, Packard Motor Car Co., Detroit, finally has taken its own advice.

Young & Rubicam, agency in charge, sent out survey teams, traveling by air, to find if any owners had driven their 1940 Packards 10,000 miles or more. As that is about the annual average, and the models were only six months old at the time, few such owners were anticipated. How-

ever, several hundred owners were found; some of them had driven 20,000 and 30,000 miles.

One Nashville man had rolled up 30,690 miles in four months and 20 days in his business routine. His repair bill for putting in three years' mileage in less than five months was \$14.85. But this was higher than the average of all owners who had driven 10,000 or more miles—\$4.10.

Signed statements were secured from these owners and they and their cars are pictured in a newspaper series which is one of Packard's most extensive. Thriftiness, of course, is the keynote. Attention value and authenticity are enhanced by reproducing the statements as typed and pen-signed, instead of merely quoted in the copy.

Rolls Razor

Rolls Razor, Inc., N. Y., reports sales of its razor and refillable soap bowls jumped 35% last year. The current campaign is in Sunday roto sections of newspapers of 37 cities. Plus b. & w. half-pages in *Life*. Total circulation: Over 12,000,000. Dealer helps and displays are additional.

Since Rolls razor was introduced in this country 13 years ago, this is the first time that the major part of the ad budget has not been spent in magazines.

Dorland International, N. Y., is the agency.

Expectant Fathers

The "20,564,000 Expectant Fathers" who will be showered with gifts on Father's Day, June 16, are not being overlooked by Kirsten Pipe Co., Seattle. The firm's "pre-cooling" pipe and cigarette holder will be plugged by space in *S.E.P.*, *New Yorker*, *Esquire*, *American*, *Time*, *National Jeweler*, *Jewelers' Circular*, *Apparel Arts*, *Men's Wear*, *Retail Tobacconist*, *Tobacco Leaf*, *U. S. Tobacco Journal*, as "the gift he will always prize."

A broadside to dealers describes the ad coverage and such helps as gift boxes, display pieces, mailing material. (The unusual pipe was explained in *SM* June 1, 1939.) Pacific National Advertising Agency, Seattle, is in charge.

Tasty

Seagram Distillers Corp., N. Y., continues the series of taste comparison ads for its Five and Seven Crown whiskies in over 150 newspapers of key markets. Three, instead of one as heretofore, celebrities declare that they have sampled the Crowns and found them even better than when they were

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Kelvinator Shakes Up Production, Distribution, Rolls Out More Sales



Of the eight models in Kelvinator's 1940 line of household refrigerators, five are "sixes" (6¼ cubic feet). Above, W. F. Armstrong (left), vice-president of Nash-Kelvinator, and President George W. Mason beam at the leader, which sells for \$119.95 and holds enough to feed an army. Below, Frank R. Pierce, g.s.m., spreads out the food in a better-than-words demonstration. The "Six" will be delivered to consumers for \$6 down, \$6 a month.



Reducing the number of its refrigerator models and distributorships means lower costs, rising output—and sales volume that keeps pace with both. But no one was put out of business, for the changes were not done by guesswork.

Based on an interview with

FRANK R. PIERCE

General Sales Manager,

AND

CHARLES T. LAWSON

Sales Manager,

*Household Appliance Division, Kelvinator Division,
Nash-Kelvinator Corp., Detroit*

SWEEPING changes of policy recently inaugurated by Kelvinator Division of Nash-Kelvinator Corp. are the outcome of a sound, comprehensive program decided upon after thorough study and analysis of conditions and after consultations with distributors and dealers of all classifications, according to Frank R. Pierce, general sales manager, and Charles T. Lawson, sales manager of the Household Appliance Division.

These changes affect the line, the price, the advertising, and the distribution, and they contemplate doubling production.

The announced objectives of the program are:

1. To protect and stabilize the profits of Kelvinator dealers.
2. To meet the competitive price situation in the electric refrigeration business today.
3. To step up to the replacement business by providing specific products with margins adequate for the dealer to sell this business at a profit.
4. To limit the number of dealers in each community so that sufficient volume is possible, at recommended prices, for dealers to make a profit.
5. To reduce the dealers' investment by reducing the number of models.

"For several years we have been making surveys to determine actual, existing conditions; to study distributors' and dealers' problems; and to learn what they thought should be done about them," Messrs. Pierce and Lawson said. "Then, of course, we had

our own problems here at the factory.

"For one thing, we had an excess of productive capacity. We could easily produce more refrigerators than we had been selling, and it is an elementary principle of American industry that increasing production enables one to reduce costs.

"For another, we had a long line—18 to 20 different models. Reducing the number of models would also tend to reduce costs. Not only so, but dealers had been recommending that we do this because of the problems involved in warehousing, displaying, financing, and selling so many models. Then, too, some prospects were led to select refrigerators of inadequate size because of the slightly lower price.

"Reducing the number of models and increasing production would enable us to reduce production costs materially, which in turn would enable us to reduce the selling price, which would bring us a larger volume, which would enable us to operate on a smaller margin, and so on. It is the well-known story of big volume on a small margin, which needs no defense.

"As a matter of fact, the cost of an electrical refrigerator is not dependent so much upon the size of the cabinet as upon the equipment in the cabinet. Such being the case, each model should have demonstrable features that justify the price to the purchaser and that enable the dealer to step up customers to the more desirable models. Thus, if one model sells for \$20 more than another, it should have something

more than an extra stripe on the outside or a pan on the inside to account for the difference.

"Then there were problems of distribution. Our distributor and dealer organizations had developed over a period of years, with little pruning or rearrangement of territories. As a result, many distributors and dealers had insufficient potential to justify them in giving our line the attention it should have, while there were also many inequities in certain territories.

"Bear in mind that we had no exclusive distributors. Our distributors also wholesaled other goods and in many cases our line accounted for so small a percentage of their total volume that it was not given the attention it must have in order to produce results satisfactory to us.

"The logical thing to do, then, was to discontinue some of these distributors, for the benefit of everyone concerned. In doing so, however, we were not putting anybody out of business, as some people not familiar with this industry seem to think.

"We knew what was needed. The application was just a matter of painstaking study of each territory, consolidating territories, selecting a distributor who would set up and maintain the organization and the activities warranted by the larger potential, and discontinuing others. Our minimum requirements in this respect are capable sales management, sales promotion, and dealer contact. Such a distributor is not necessarily the largest wholesaler in the territory. What we are interested in is the effort he is prepared and willing to give to our line.

Limit Dealers, Not Profits

"Where we were unable to secure satisfactory distributors, we established factory branches.

"After selecting distributors we went over their territory with them in much the same way, for the purpose of limiting the number of dealers in each community so that sufficient volume is possible, at recommended prices, for all to make a profit.

"Another problem was that of trade-ins. This has been developing gradually for several years and dealers were asking for models to interest the prospect who already has an electric refrigerator. None had ever been produced until we brought out our 1940 line.

"Still another was that of advertising prices nationally. Owing to differences in shipping and handling costs, the delivered prices varied

widely in different parts of the country, making it objectionable to advertise list prices in national media. We solved that problem by advertising one delivered price anywhere east of the Rocky Mountains.

"Dealers also wanted more local advertising and we are giving it to them.

"As a result of all this, we were able to reduce prices \$30 to \$60 on our entire line and to double production, which we have already done. Sales so far are keeping pace with production and we have every reason to believe they will continue to do so."

The 1940 Kelvinator line consists of eight household models and two apartment house models. Of the former, five are "Sixes" (6¼ cu. ft.) and three are "Eights." It is expected that 96% of production will be concentrated on these two sizes. Prices range from \$119.95 to \$239.95; each model is different, and dealers are furnished a "Step Up" plan calculated to enable them to convince prospects that the higher-priced ones are well worth the money. Included are two models, a Six and an Eight, with special features designed to persuade the prospect who already has an electrical refrigerator that he should trade it in on one of these ultra-modern ones.

No "Strip-Tease" Here

The management insists that the present line is the finest Kelvinator has ever produced and that there are no "stripped" models. Even the lowest-priced model has several improvements over the price leader of last year. And this is not merely a price leader, for prices have been reduced on all models.

In consolidating territories the number of distributors was reduced from 120 to 52, and 13 factory branches were established, making a total of 65 distribution points. There are approximately 5,000 Kelvinator dealers. All Kelvinator distributors must distribute the complete line of household appliances, which includes electric ranges and laundry equipment as well as refrigerators, but this does not apply to dealers. No commercial map of trading areas was used in laying out new territories. Decisions in each case were based on existing conditions, experience, and the potential required to meet the new and higher standards.

National advertising has been scheduled for *The Saturday Evening Post*, *Collier's*, *Life*, *Household*, and *True Story*. It and all other advertising features the theme, "Look at the size! Look at the name! Look at the price!"

Display advertising will be used



Pierce



Lawson

Frank R. Pierce has been g.s.m. of the Kelvinator division of Nash-Kelvinator since August, 1939. Before that time he was manager of the household sales division of Frigidaire, one of the youngest sales executives in the business. However, he has been leaping age barriers since he was 16 when he convinced the Army he was 18 and went overseas with the A.E.F. He has been in the electric appliance industry since 1920.

Charles T. Lawson, s.m. of household appliances at Kelvinator, held the same post with Frigidaire until October, 1939. He, too, is a veteran in the electric appliance field, starting with Westinghouse more than 20 years ago.



weekly, in season, in 130 of the leading newspapers and will be supplemented by local dealer advertising, billboards, and spot radio.

Sales literature and point-of-sale displays have been completely revised, of course. Included in the former are a "1940 Refrigerator Guide" which is advertised as a free handout to aid prospects in determining refrigerator values, and a catalogue which tells a step-up selling story on the entire line and may be used effectively in several ways.

The finance plan has been liberalized for both dealers and prospects. One feature, called the "5 Sixes Floor Plan," requires no down payment from the dealer and no partial payments for the first 60 days, thus enabling him to stock a complete inventory at the very beginning of the season and get a two months' start before he has to make any investment. With his first shipment he receives all the promotional material he needs. Another feature, to be used during the Spring Campaign, enables dealers to deliver any "Six" for only \$6 down and \$6 per month.

The Kelvinator National Salesmen's Institute (see the October 10, 1939, issue of *SALES MANAGEMENT*) for training dealers' salesmen will be continued.

The production schedule was doubled early in January and sales are said to be keeping pace, with even higher increases anticipated.

We Ought to Know!



A 70-year old reputation of making quality guns should give us a thorough knowledge of fine steel. That's why we guarantee that the Marlin High-Speed Blade will give you the finest, smoothest, cleanest shave you've ever had... or your money is refunded. The Marlin Firearms Co., New Haven, Conn.

SOLD EVERYWHERE

Marlin *HIGH SPEED* BLADES
• SINGLE EDGE 15 for 25¢ •



DOUBLE EDGE

20 for 25¢

"Fifty blades for 50 cents" has been replaced by this more convenient package. The low price, plus Marlin's reputation, are high-lighted in all the advertising. They have attracted "curiosity buyers" who have repeated because they like the product.

Policies That Pull Marlin Out of the Ruck of Razor Blade Makers

Thousands of well-entrenched rival brands failed to daunt this 70-year-old firearms firm when it added a new line. Now it's in fourth place. Here's why—

RAZOR blades in many ways are a good business to *stay out of*. Competition is all the keener because nearly all of the several thousand razor blade brands in this country are regional, local or private affairs. A single city such as Milwaukee may have 200 or more brands.

Of the razor blade companies, Gillette still does half, or more, of all the volume. Gem and one or two others are strong enough to make it tough for a newcomer who goes in to fight them on all fronts.

Especially a newcomer, such as the Marlin Firearms Co. of New Haven, Conn., which had never sold razor blades before.

Since 1870 Marlin has been making firearms. Because these arms were used only for sporting purposes, they were a bit of a luxury and, even in years when they sold well, the demand was mostly in the Spring and Fall. There were regular little, as well as occasional big, "valleys."

Frank Kenna, president of Marlin since 1924, is a versatile lawyer. Being salesminded also, he cast about for other and "steadier" things to sell in conjunction with firearms. He tried baby carriages and coaster wagons.

They flopped. He considered razor blades—

Mr. Kenna's father, a pattern maker and presumably a frugal person, had once told his son that he was an "easy mark" to pay \$5 for a safety razor 'way back in 1902.

By the mid-'thirties it was no longer necessary to pay that much. But still, Mr. Kenna thought, the cost of shaving—a process most men perform every day—was pretty steep. Blades of the big companies were retailing at five or ten cents each, and the little companies, without benefit of national advertising, put their price just a shade below them.

A lot of people were finding economy in double-edged blades. If a double edge doubled the life of a blade, Mr. Kenna reasoned, a *four-edged* blade would double it again. He worked one out—only to find that *four* other men had done so before, and had not been able to swing the public to them.

Since pioneering in fundamental design would probably prove too costly, Marlin decided to pioneer in price. Men who were then changing their blades every week might be induced to change them every day. So, in January, 1936, Marlin introduced double-edge

blades to retail at 50 for 50 cents!

Instead of allowing jobbers and dealers fancy discounts for carrying their blades, and keeping their own name, as it were, largely buried among hundreds of brands, Marlin decided to capitalize to the utmost on the name—to develop national distribution and go in for national advertising.

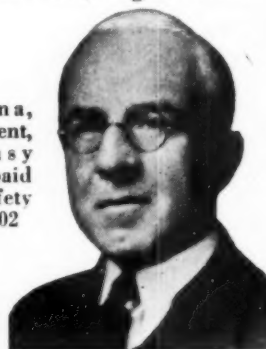
Mr. Kenna aimed high. He hoped that product, plus price and promotion, might give Marlin, in time, a volume of 4,000,000 blades a week, 200,000,000 a year.

That level has not been reached yet. But in the first year, 1936, sales totaled 35,000,000 blades. They have risen considerably since.

Marlin with sales well over the 100,000,000 a-year mark, now ranks third to fifth—let's say fourth—among all the several thousand brands in the business.

It is estimated that the annual consumption of safety razor blades by American manhood is between 1,000,000,000 and 1,500,000,000. Thus Marlin already has a substantial part of the total. But also, plenty of room to grow.

First salesman, and present sales manager, of the razor blade division, was Mr. Kenna's son, Roger Kenna.



Frank Kenna, Marlin president, was an "easy mark." He paid \$5 for a safety razor—in 1902



Roger Kenna, currently s.m., was the company's first blade salesman and he found it a keenly competitive business from the start. National advertising helped break the ice.

The blades were introduced in a coupon, mail-order offer in 200-line space in the Sunday New York Times, News and Herald Tribune. "For the next 30 days," said the copy, "The Marlin Firearms Company offer Marlin first quality, double-edge blades 50 for 50 cents." One hundred for \$1 and 200 in a gift box for \$2 also
(Continued on page 36)

SALES MANAGEMENT

Why Businesses Succeed

In the first two articles in this series, Mr. Murphy analyzed personal, executive and management reasons why commercial enterprises hit the rocks. Now he looks at the other side of the picture and seeks out the reasons why some companies, facing the same conditions as their less-successful competition, win and hold a position of leadership.

Part III of an article in three parts*

BY

JOHN ALLEN MURPHY

IN previous articles we have learned why businesses fail. Now let us find out why businesses succeed.

While some concerns are failing, many of their competitors are succeeding. Both the failure and the success are often operating under identical conditions. Indeed, frequently the success may originally have been under a disadvantage. It may not have been as well financed as its competitor that later failed. Its location may not have been as good, or it may have been handicapped in other ways.

The business, however, that is headed by a competent executive soon overcomes its handicaps and begins to forge ahead of its less ably operated competitors. The well managed business nearly always succeeds.

Just what do these able executives do? For one thing, they usually have a remarkable ability to improvise. They meet the day's problems as they arrive. They do not let problems pile up. Postponed decisions can accumulate until they engulf the executive, and make his ultimate failure a certainty.

The business man who gets in the habit of handling routine problems as they materialize is not afraid of emergencies when they arise. And right here, I think, is the best explanation of why some business men succeed brilliantly and climb to leadership in their fields. They are able to cope with emergencies. No crisis is so catastrophic but that there is some way out of it. Business men of this calibre find that way.

Sooner or later all businesses have

to face a crisis. How these crises are met often determines the future of a company. If the crisis is ignored or handled in a bungling way, the company goes down to mediocrity or to failure. If adequate steps are taken to master the emergency, the company may go on to greater achievements. In fact, many a company can date its real success back to some crisis, which developed the mettle of the management and spurred it to uncommon accomplishment.

For instance, in one of our larger cities several years ago the retail district shifted to another center. The shift was so rapid that the merchants in that section did not have time to do anything about it. There were about 100 good stores in the locality at the time. Sixteen of them could be counted as prosperous establishments. Yet only two of these 16 firms succeeded in meeting the emergency.

Eleven of the stores tried to move to the new center. The rest of the stores chose to attempt to bring back the old locality. This attempt was a failure although many of the merchants remained in the old district and eked out a living.

There were no sites available in the new center. That was the problem that confronted the 11 retailers who tried to move. This problem licked nine of them. Eventually they retired from business. The other two merchants solved the problem and today are among the wealthiest business men in that city.

One of them is a clothier and the other a department store owner. The clothier put to work on his problem the best real estate man in town. After weeks of negotiation it was found that

three small shops occupying old buildings could be purchased and a new building erected on the spot. The trouble was that the plan called for \$500,000, and the clothier didn't have it. Neither could he raise it locally. Finally in sheer desperation he turned to the wholesalers and manufacturers from whom he bought and pleaded his necessity so forcefully that he succeeded in getting them to finance his enterprise. Almost immediately he became the city's leading clothier.

The department store man solved his problem in a simpler way. Many of the merchants in the old center tried to buy some of the established stores in the new section, but none of them was for sale. This one retailer tackled the matter in a different manner. He bought a minority interest in a small department store that was not well managed. Through sensational merchandising the new partner made the business grow rapidly. Within five years he was in control of the establishment. It is now the largest store in the city.

The solution of a crisis often demands nothing more than that a decision be made, that something be done to meet the situation. It is the concerns that fail to act on emergencies that get into trouble.

Elbowing Way to Top

The something-more-than-two million businesses in this country can be separated into two broad groups:

1. Those in staple lines.
2. Those in specialty fields.

In staple lines I would include most retail stores, wholesale establishments, hotels, restaurants and some types of manufacturers. Businesses of this sort tend to multiply in any community up to the point of diminishing returns. For instance, in most places there will be one food store to about every 250 people. No matter how many hotels there are in a city, other hotels will be started until the saturation point has been reached.

In these staple fields competition is frightful. Only the best managed establishments can get by at all, and to make real money requires extraordinary executive ability. Yet despite these conditions a small percentage of the business men in each field in every community manage to succeed, some of them in a big way. For example, there was the late Ralph Hitz. When he took over the New Yorker Hotel in

*Parts I and II of this article appeared in the March 1 and 15 issues of SALES MANAGEMENT.



MANAGEMENT

WHEN the industrial lights of America burn late...
When wheels turn and machines roar and goods *move*...

Remember that behind *this* action there's another kind... the decisive action of the men of management.

For, rare is the business today that "runs itself". And almost never is successful business "born". It's always made... made by the managers who guide it, made by the men who make decisions.

Theirs is a job of many parts. The purchase of equipment for plant or office... the selection of kinds of transportation... the adoption of necessary insurance... the problems of an advertising program. All these are the functions of active management; these, and many more.
So, it's to their advantage that a magazine of business,

bringing news of all these things, is made for them. A magazine like *Business Week* whose *only* job concerns the news of management's *many* jobs.

A magazine that, week by week, concentrates on the one question: What's *new* in business?... that seeks to analyze always, predicts when it can, and is ever interested in what's-going-to-happen-Tomorrow... not just what-became-of-Yesterday.

Of advantage to management? Yes, and to those advertisers with business goods to sell!

For, this is the one working magazine that management *uses*, week by week.

...as many a *Business Week* advertiser will gladly testify!



gets Action!

BUSINESS WEEK

Active Management's Magazine

UP ...Best pat-on-the-back for any magazine is the amount of advertising entrusted to it. In 1939 only six magazines (including weeklies, generals, etc.) carried more pages of advertising than *Business Week*. Still going up... 1940's February was the biggest in *Business Week's* advertising history!



"I'll need only one club—I'm just beginning."



New York in 1930, the hotel business was entering the dark era. Few hotels were making money. In 1932 and 1933, many hotels were taken over by banks and by receivers. Despite this, Ralph Hitz put the *New Yorker* over with a bang. It was a howling success from the start. Bankers and owners, with unprofitable hotels on their hands, asked Mr. Hitz to manage their properties, too. Thus the National Hotel Management Co. was formed. By 1936 with the depression still hanging around, National hotels made a profit of \$3,570,000 or about 18% higher than the year before. They registered a 10% higher occupancy through the year than other hotels in the same class. Hitz hotels were a success in every sense of the word.

How did Ralph Hitz achieve such a record? Briefly, through selling. I mean selling in its broadest sense, including advertising, promotion of every type and showmanship on a colossal scale. When the *New Yorker* was opened it was advertised as no hotel had ever been advertised before. A crew of highly trained salesmen were sent out all over the United States to call on store buyers, sales managers and travellers who either came to New York themselves or who

had employees that made the trip frequently.

Mr. Hitz made salesmen of every one who worked for the hotel. The bell boys were super-salesmen and kept selling while the guests were in their clutches. Ralph Hitz once told me the secret of his success. He said, "We keep trying to increase our average sale per guest. We do this in a variety of ways, by having bell boys and waiters suggest purchases, by signs which confront the guest on every hand, by menus which are designed from the selling viewpoint, by offering extras for sale which buyers would not ordinarily think of buying. If a hotel can increase its average sale per guest only 25 cents, it may mean all the difference between loss and a profit. And persistent selling *will* increase the average sale. At the same time we do not want to give our guests the impression that we are always selling. To offset this possibility, we extend many free services and courtesies and try sincerely to give good value for everything for which we do charge."

Surely Ralph Hitz had no monopoly on his ideas. Any hotel could have used them and thus would have improved its depression showing. Of course, the *New Yorker* had the ad-

vantage of newness. On the other hand, it was handicapped by an unfavorable location. All this indicates that even a business man in a crowded field can make money if he will put enough selling pressure on his enterprise.

The specialty business has to deal with a somewhat different situation. Most specialty lines have a history that runs something like this: Some one originates a new kind of business, perhaps to make a new product. If the idea is successful the entrepreneur will soon have competition. If the new product takes hold in a big way, a large industry may develop. The number of manufacturers in that field may steadily increase for years. Then a shaking down process starts. The number of units gradually declines until a point of stabilization is reached. The automobile industry has gone through this history. At one time there were hundreds of manufacturers making automobiles. Today the business is overwhelmingly dominated by General Motors, Chrysler and Ford.

Less Duds, More Profits

The stabilization of an industry does not necessarily mean that its volume is declining. The automobile industry had its second largest production in 1937. The largest was in 1929. Stabilization in this field had been completed by 1929. Stabilization is the result of efficient methods, particularly of efficient selling. General Motors, Chrysler and Ford are getting the major share of the available automobile business simply because they have consistently outsold the other companies in the industry.

The airplane industry is going through this same evolution. However, the number of producers in the field is still increasing, but eventually it will begin to decline, as that is the inevitable history of most industries. We know that an industry must go through this evolution, because experience has demonstrated that not more than 25% of the companies in an industry will do the necessary selling to perpetuate themselves in that business on a profitable basis. In the long run businesses fail, or go out of existence, or just manage to get along, for only one reason—because they do not sell hard enough. Selling is the life blood of any business organized for profit, and if it does not sell adequately, it is certain that it will give way to its competitors who *do* sell adequately.

So undeviating is the working of this law, that if all factors remain fixed it would be possible to predict which concerns in the airplane indus-



**Tremendous Power
made Flexible...**
...that's Rotogravure!

• The scientists' ambition of controlling the mighty power of the sea is still a matter to be solved. However, plans are perfected which may some day harness the ebbing and flowing tides to power stations, converting this vast force into useful, obedient energy.

THE "POWER DREAM" of advertising men has already come true. The most powerful force in advertising was brought under control years ago, with the formation of low-cost rotogravure groups. Thus the biggest, most intensive circulation in the country (the Sunday Newspapers) may be tailored to fit the needs of each individual user.

You can gear your advertising to the ebbing and flowing

currents of business at an instant's notice. You can put your sales message into better than one out of every two homes in a single city, area, zone or the entire nation, knowing that 80% of the potential readers will note your message.

This flexible, effective coverage was never more clearly demonstrated than by the experience of The Stieff Company of Baltimore, whose letter on the next page is illuminating. For their own retail stores in Baltimore they have used rotogravure for 22 years without missing an issue, and they never fail to impress the importance of rotogravure upon their agents in other cities. Kimberly-Clark Corporation, 8 South Michigan Avenue, Chicago, Illinois, Advertising Department.

MAKERS OF THE WORLD'S MOST WIDELY ACCEPTED ROTOGRAVURE PAPERS

Rotoplate

Kleerfect

Hulect

For One Outlet or a Thousand...

The Tremendous Power of Rotogravure Can Be Controlled to Meet The Need



The Stieff Company

Silversmiths

Goldsmiths

WYMAN PARK DRIVEWAY
Baltimore, Maryland

April 17, 1939

Kimberly-Clark Corporation
8 South Michigan Avenue
Chicago, Illinois

Gentlemen:

Our advertising manager turned your letter of April 13th over to me to answer inasmuch as I am more familiar with the situation than he is, as we have been advertising consistently in the rotogravure section of the Baltimore Sun, not missing one issue, since January 28, 1917.

If we had not found it to our advantage to do so we, naturally, would not have been so enthusiastic about it. We believe that this type of advertising is much better than the black and white because it gives the product more dignity and, also, illustrates the articles better.

We also believe that this advertising has contributed considerably to the success of our retail stores in Baltimore, and we try to impress upon our agents the importance of advertising in the rotogravure type whenever they can.

If there is any other information you might wish, please do not hesitate to call upon us.

Very truly yours
THE STIEFF COMPANY

G. N. Stieff
G. N. Stieff
President

GNS:VW

**THE STIEFF COMPANY
USES AND Recommends
ROTOGRAVURE FOR
THEMSELVES AND THEIR
AGENTS... THEY HAVE
BEEN IN EVERY ISSUE
SINCE 1917**

ROTOGRAVURE GIVES YOU...
Local or National coverage, at will, of some 80% of ALL MEN and WOMEN readers.
Consumer action, coupon response, and dealer cooperation.
Graphic reproduction of your product, which helps greatly to sell it.

HOW CAN YOU APPLY ROTOGRAVURE TO YOUR ADVERTISING?

For details and facts concerning the use of rotogravure; the experience of other advertisers in your own field; and what you can expect it to accomplish for you, write Kimberly-Clark. A trained

technical staff, with a wealth of statistical information at their finger tips, is maintained to assist anyone faced with problems of use, preparation or printing of rotogravure copy.

Kimberly-Clark Corporation

Established 1872 • NEENAH, WISCONSIN • 67 Years of Service

NEW YORK, 122 East 42nd Street

LOS ANGELES, 510 West Sixth Street

CHICAGO, 8 South Michigan Avenue

More for your money in Rotogravure

try would be on top after the shaking down process is finished. They would, in every case, be the concerns that are doing the best selling. It is taken for granted, of course, that the companies which are efficient in their selling, are just as efficient in their other activities, and that all departments of the business are properly coordinated.

This eliminating process has been going on in even our oldest industries. Flour milling is an example. As I recall the figure, there were at one time close to 40,000 flour mills in this country. Now there are something like 2,000. Modern flour milling methods are responsible for the great concentration in units that has taken place in this field. At the same time mass selling of flour made mass production possible.

Wrigley, Master of Selling

Mass production in any field can be economical only where there is mass selling. The old time miller did virtually no selling at all. As soon as more intensive selling and advertising were introduced into this ancient industry, the mills engaged in this work greatly increased their volume of sales and the size of the mills had to be enlarged in proportion. In fact it might be set down as a formula that, as soon as any industry begins to use up-to-date selling, the number of units in that field will be reduced. The companies using the progressive methods will get more business and leave less volume for the companies which cling to the old methods. Gradually the less enterprising concerns will be forced out of the industry.

Sometimes a manufacturer will create a new industry and continue as its unquestioned leader no matter how competitive that business may become. The Coca-Cola Co. is an illustration. In the more than 50 years of its existence, it has had at least 1,000 competitors. For short periods some of these furnished Coca-Cola with serious competition. Eventually, however, all but about a couple of dozen of these had given way to Coca-Cola's superior selling. Most of them either tried to get into the soft drink market on Coca-Cola's coat tails or they attempted to take a short cut to it. Coca-Cola knows that the only short-cut to this market is through continuous selling and everlasting advertising.

Again, a producer will enter an industry after it is pretty well established and almost immediately win a position of leadership in it. William Wrigley, Jr., did this in the chewing gum business. Credit is usually given to Santa Ana, the Mexican general, for father-

ing chewing gum. While he was an exile on Staten Island, it was noticed that he was always chewing something. After he had returned to Mexico a cake of chicle was found in the general's rooms. Thomas Adams began experimenting with it, hoping to find a substitute for rubber. He discovered chewing gum instead. The company that he organized was later merged into the American Chicle Co.

Anyway, the industry had achieved considerable success before Wrigley entered it. At once the newcomer began to show the old-timers a thing or two about advertising, aggressive selling, daring showmanship and all the promotion innovation for which Wrigley was noted. When William Wrigley, Jr., died in 1932, he was doing 60% of the industry's volume. The other two big shots in the business were American Chicle and Beech-Nut. The indomitable selling of these three had already concentrated the business in fewer hands. There were 74 gum manufacturers in 1914. By 1935 the number had been reduced to 26. In this industry an economic law had been at work—giving the available business in the field to the concerns that went after it the hardest.

Keep the Set-Up Simple!

In some lines stabilization never takes place or at least does not take place for a long time. This is true in the breakfast foods business. I have no comparative figures as to the number of units engaged in it at any one time. Probably there are less now than 15 or 20 years ago, but certainly the number of types and brands of foods they are putting out is increasing.

For instance, when the Cream of Wheat Co. was organized, in the 1890's, there were few specialty breakfast foods. Today, however, Cream of Wheat not only has to compete with 101 other types of breakfast cereals but, alas, it also has to compete with 300 other brands of farina.

Notwithstanding this, Cream of Wheat has always contrived to remain at the top of the heap in its own line and close to the top in its industry. It has been one of the most profitable businesses this country has ever known, in proportion to the size of its volume. It has made a profit every year since 1900. Its profits all during the depression have been amazing.

Cream of Wheat's success is owing, among other things, to its simple set-up. It is a simple business if there ever was one. All during its life it stuck to one product, until recently when it added one other. Over-expansion is a common cause of business

failure. Over-expansion nearly always brings impossible selling set-ups. Big lines are difficult to sell satisfactorily, because enough effort cannot be brought to bear on each product. A business like Cream of Wheat avoids this trouble. The company soon recognized after its production was standardized that selling was its main job. It did not let itself be side-tracked by complicated lines. It stuck to its one task—selling Cream of Wheat.

You cannot get away from the fact that business in any industry will gravitate to the most efficient units in it. Those units will get a continually larger proportion of the business to be had, and will eventually force the less efficient units from the field.

Small Capital No Handicap

Now let us examine the statement of the commercial agencies that most business failures result from inadequate capital. If this statement were true, almost every business would fail. Most businesses start with totally inadequate capital. F. W. Woolworth started on a loan of \$300. William L. Douglas borrowed \$875 to start his shoe business. The original capital of the Brown Shoe Co. was \$12,000. The Monroe Adding Machine Co. was founded on \$300. Harvey Firestone got going with \$2,000. Henry Ford managed to raise something like \$40,000. C. W. Post, the founder of General Foods, started on \$58.75. W. K. Kellogg got together \$40,000.

Thus we might make a roll call of the businesses in America. We would find that most of them started humbly and that very, very few of them had adequate capital. All of them financed themselves originally out of sales. In other words, it was selling that made these businesses possible.

My study of Why Businesses Fail leads me to this startling conclusion:

1. That a good percentage of all businesses never do any *real* selling. The men and women who start them hang out their shingles, but make only a perfunctory, half-hearted effort to get business. They never do any honest-to-goodness selling. They expect customers to come to them, merely because they are in business.

2. That another large percentage of firms in business do no consistent selling. They sell by fits and jerks. They are in-and-outers.

3. That business houses that climb to the top of their industries and stay there keep everlastingly selling, regardless of good times or bad, wars or rumors of wars, floods, famines, or whatever other catastrophes the Fates dish out to them.



There's a welcome warmth in April sun to remind us that snow is something you find at high altitudes in Switzerland and in our own Sun Valley, Idaho. For my part, they can have it.

* * *

I can remember a certain June 29 on the Jungfrau when I left the rack-and-pinion railway to make a snowball. That was a novelty for me, and not an unpleasant one, for I knew it was straw-hat weather in the valley just one hour below.

* * *

It just occurs to me that one of the better picture mags might explore that unlabeled contraption on the end of a freight-train, known as the caboose. I don't believe the caboose has changed inside or out since the days of the wood-burner. What's it like inside? Come on, *Life*. Come on, *Look*. Let's do a chapter on the caboose.

* * *

In England, incidentally, it isn't a freight-train. It's a "goods-train."

* * *

Whiting-Plover Paper Co., Stevens Point, Wis., is promoting the idea of a different letterhead for each business day. A good idea for paper-makers and printers, at least.

* * *

Good balloon-talk for Kraft cheese by an old English squire: "Definitely, I say. Definitely it has the sharp flavour of fine, aged Cheddar."

* * *

Cheddar, by the way, doesn't mean cheese so much to me as it does the Cheddar Gorge, with rocks rising precipitately from the roadway. And the recently discovered Cheddar Caves, and the warning sign for motorists in typical British: "Please hoot!"

* * *

Lest this become a travelog, let's pause to compliment the makers of Pall Mall longies for those clean, inviting layout. The novel smokers' gadgets lend just the right touch, too.

* * *

Stopper by York Ice: "Shut the window for a breath of air!"

* * *

Slogan for Scott Paper Co., maker of absorbent paper towels: "We Wipe the World."

[32]

Stopper by Goodyear: "Want to shave a pig?"

* * *

(That's columning for you! After typing the foregoing item, I found this particular stopper heading the list in an advertising gossip-sheet.)

* * *

"Baltimore, a market of a million active people!" headlines WFBR. Active? They're positively electric!

* * *

The geographical reference reminds me: In a talk to the advertising class of the University of Baltimore on "Media and the Consumer," I told them that it was seldom a question of where to put the copy, but rather where *not* to put it, what with all the media salesmen urging this or that. It gave me a chance to paraphrase George Kaufman: "One man's media is another man's poison."

* * *

Referring to Gen. Johnson, the Pullman Co. says: "A columnist and commentator on the national scene must keep in touch with all parts of the country." A nice idea, but this spare-time scribbler will have to continue to operate by remote control.

* * *

The Republicans will meet in Philadelphia this election year. A sales convention is a good idea, of course, but there is a crying need for a MAN . . . and a PLAN.

* * *

Gold medals and honorable mentions may give a few advertising men a renewed sense of importance, but the sales-sheets will ever and always be the final arbiter of whether the account stays or moves.

* * *

The Grand National will be run at Aintree on the fifth of this month. I have just looked at my ticket, AQ-08775, patted it affectionately, put it back in my wallet, knowing instinctively that Joe Bisch, the Brooklyn iceman, will have the inside track with Lady Luck.

* * *

"There is a pleasing absence of motor horns," says the Bermuda advertising, placed by the same agency

that does an equally good job selling motor cars. "Let not thy right hand, etc."

* * *

It's nice to see Campbell's Soup getting back to the fundamentals that built such a sweet money-maker, with headlines like: "Annie doesn't make it any more!"

* * *

While the Camden mood is on, I shudder at Heinz's "Snack-i-faction."

* * *

Beau Beals calls his place "S. O. B." and quickly parenthesizes: "Same Old Barn."

* * *

"When you ask for Chesterfields, the dealer will say with a smile . . . *They Satisfy*." Wanna bet?

* * *

Uh-huh Dept. "I wish I could afford a maid for you, Honey." "Don't be silly. Scottowels do all the dirty work"

* * *

"When is your child no longer a baby?" asks Castoria. When he begins to call the girls "Babe."

* * *

Variety told how Maidenform Brasiere makes advertising tie-ups with Broadway musicals. Struck a snag, though, when this musical came to town: "Two for the Show."

* * *

"'Starve' used to mean 'die,'" says Norman Lewis in a magazine piece on the changing meaning of words. It still doesn't exactly mean "thrive," Norman.

* * *

In a Philadelphia newspaper, Lynn Kippax won \$2 for this nifty: "Alimony is the high cost of leaving."

* * *

No great lover of Winter sports, I saw my first professional hockey-game recently. That is, outside the newsreels. Never have I heard such howling for blood at a football game. Some of the local gals raced between periods (don't misread me) and I remarked to one of the fans that I'd settle for Sonja Henie.

* * *

Bob Hope offers \$12,500 cash for a name for the Pepsodent baby. Don't suppose a dentifrice would go for a name like "Toothless."

* * *

Queen of the quizzers for my money is Oxydol's Arlene Frances.

* * *

Phil Schwartz hears American Type Founders has a gal in the merchandising department named Mona Lisa. Thinks hers would be an autograph worth having.

T. HARRY THOMPSON

SALES MANAGEMENT

Marketing Flashes

[Dairymen Forestall Convention Wrangles with Pure Chance—Salesmen Hear How to Sell on Records]

Lady Luck, at Your Feet!

Last month 165 executives gathered in a N. Y. hotel, as they have annually for the last decade, and watched anxiously while Lady Luck selected from a Grecian urn a series of names. The prizes are not cash. They are opportunity as represented by choice display spaces at the International Dairy Industries Exposition, to be held in Atlantic City next October.

Companies selling machinery, equipment and supplies to milk dealers, ice cream and cheese makers, creamery operators and condensary owners vie with one another for the best display locations at the Exposition, which will be attended by some 20,000 dairymen from all over the world. Dairy Industries Supply Association, sponsor, claims that it is the largest industrial and technological show in the world. Only two buildings in the country are large enough to hold it, one in Atlantic City, the other in Cleveland.

Formerly the Association allotted space on a "first come, first served" basis. A line of big shots would form and jostle for first places at the Association offices. It was a nuisance, so the whole thing was turned over to the Goddess of Chance. Veterinary capsules, originally intended for cow medicine, contain the names of applicants for exhibit space. These are taken blindly from one urn. Another urn holds similar capsules with a number designating exhibition locations.

This reliance upon pure luck removes any suspicion of favoritism and heartburnings. Every exhibiting company has an equal chance at the best locations in the nearly 300,000 square feet of floor space. It's an idea that other associations might profitably follow.

O. K. for Sound

Encyclopedia Britannica, Inc., is installing sound reproducing equipment in all its district sales offices to bring to both veteran and beginner salesmen records of ideas and presentations that have been field-tested.

The plan is of especial benefit to newcomers, according to Conant Manning, Britannica's sales promotion director. In the past, new men after preliminary schooling, were turned over to field trainers. Each of the

latter had his own approach, and it was impossible for the new man to prepare for the talk which the trainer would make in joint calls on prospects. Confusion resulted.

With records the novice is given a standardized talk which has been proved successful. His trainer uses

the same talk. Time required to get men into order, production has been reduced, as has personnel turnover.

When a new and effective sales talk is developed in one area it is sent to Chicago headquarters. (Usable suggestions are paid for.) There it is studied and tested; if satisfactory, it is recorded and sent to branch offices. No outside recording talent is used.

Accompanying the records are printed copies of the talk, to which are added numerous possible customer objections, ways of overcoming them, alternative openings and closings, and

(Continued on page 41)

Mr. Executive:

CUT YOUR SALESMEN'S AUTO COSTS



Leasing Is Less Costly Than Ownership

We will lease you a brand new car every year with "NO CAPITAL" investment to you or your salesmen.

FOUR WHEELS INC. HAS designed a national automobile leasing plan that provides you with fleet operation at a *minimum* cost and effort.

Just Think! OUR PLAN PROVIDES

<ul style="list-style-type: none"> • New Car Every Year. • Unrestricted mileage at no extra cost. • Insurance (Fire Theft Collision). • Replacement of new tires at no extra cost. • All repairs include towing. • Greasing. 	<ul style="list-style-type: none"> • License Plates. • Replacement of stolen or destroyed cars. • Anti-Freeze and delivery to point of service. • Purchase of your present equipment or your salesmen's equipment for cash.
--	---

Every item of expense, except gasoline and oil, Public Liability and Property Damage, is included in our leasing charge.

We furnish Plymouth, Chevrolet, Pontiac, Dodge, and other make cars.

Save money on transportation problem worries. Our representative will be glad to explain.

WRITE OR PHONE Today



FOUR WHEELS Inc.

6116 N. WESTERN AVE. • CHICAGO, ILL.

Telephone HOLLYCOURT 2141

Mr. Tacks Takes a Lesson in the Technique of Advertising Coverage

. . . And ends up with the melancholy realization that "logic" is a word frequently missing from a space buyer's vocabulary.

BY BRASS E. TACKS

"JOE, you've been a space buyer now for some time. How about passing on a bit of your accumulation of education to a guy who confesses in advance that he knows nothing about nothing?"

"Gladly, Tacks—ask me anything!"

"Thank you, Joseph. First, then, what makes a market a good market?"

"People!"

"Because people mean dollars?"

"That's right—two people usually will buy twice as much of anything as one people."

"Regardless of where they're located?"

"Oh, sure—geography doesn't matter."

"And what about distribution—is that a factor?"

"Surely, certainly——"

"Well, then, to summarize—a good market is one in which distribution is O.K. and in which there are plenty of people. Is that right?"

"Yes, that's right."

" . . . Liquor Is Different "

"O.K. Now let's take a problem—why is Harrisburg on your 'Quick K.O.' Bourbon schedule?"

"Because it's a state store state capital; the politicians are there."

"Politicians?"

"Yes, the politicians; they control the state stores. Hence, they're our buyers!"

"But I thought a commission of three liquor experts does the buying."

"Well, O.K., if you want to split hairs, that's right."

"But wouldn't it be smarter just to write three letters? After all, they'd be more certain to be seen and they'd cost lots less than 36,000 newspaper circulation!"

"The 36,000 isn't wasted; Harrisburg's a good market."

"But Scranton's even better! And what about Erie, Reading and Wilkes-Barre? Why aren't any of these on?"

"I'm afraid you just don't understand liquor space buying, Tacks."

"I guess you're right, Joe—but I'll try. Now, let's see—Philadelphia,

Pittsburgh and Harrisburg—that's the Pennsylvania list."

"Yes."

"Next, let's study New York. There, you're running in about 12 places—including Watertown."

"Uh-huh."

"How come the long list in New York and the short one in Pennsylvania?"

"Well, in New York we have dealers and distributors to keep happy."

"But what about sales potential? Do all of these distributors have 100% distribution, like the state stores?"

"No, of course not, 100% is impossible—50% is excellent."

"Then, good liquor space buying means neglecting a bunch of big Pennsylvania towns with 100% distribution and using, instead, a bunch of smaller New York cities in which we miss sales whenever readers visit the wrong dealers?"

"Maybe we'd better leave this liquor field; you just don't seem to catch on at all."

"Oh, shucks—just when I was doing so well, too."

"Let's try groceries, instead—there's a nice, clean field."

"All right—that's just straight selling, isn't it?"

"Yeh, just straight selling."

"Nothing funny there, eh?"

"No, just straight logic."

The Villain: Bookkeeping

"Then why isn't Newark on the Toasted Shavings list?"

"Newark?"

"Uh-huh, Newark!"

"Well, it was on, but we took it off."

"Why?"

"Because of the New York sales manager, Don Clark."

"Yeh?"

"He had only \$23,000 appropriated to his office."

"Yeh?"

"And by the time we'd bought New York City and a couple of other points, our money was gone!"

"So, Newark was left off!"

"Yeh, that's how it was."

"Your distribution's excellent in Newark?"

"Oh, sure, sure."

"And their population and dollar potential are high?"

"Yeh, it's just that our dollars were gone."

"But you've got a lot of smaller markets upstate on——"

"They have a separate budget."

"Then it's just bookkeeping that keeps Newark off?"

"Maybe we'd better take another account."

"Oh, drat it—I never get anywhere!"

"Here, try this one—Poof Pastry Flour."

"This is really good, clean, straight stuff this time?"

"Yes, I promise."

"Nothing queer on this one."

"No, nothing."

"Poof's in Reno—not so?"

"Yes, Reno's the first market of Nevada."

"But Bakersfield's not on."

"No, we've already got a dozen other towns in California."

"Well, then geography does mean something, eh?"

"But It's a Lovely Map!"

"No, not exactly—but we must have an impressive-looking, dotted map for our salesmen."

"Dotted map?!"

"Now, calm down, Tacks. Yes, dotted map. We spot these towns on a map and we don't like to have big blank areas."

"So that's why Gary's off—because Chicago's near-by?"

"Well, yes——"

"And St. Paul and Troy and Lawrence——"

"Yeh, they're all similar cases."

"The 'near-by' papers lick them—even though overlapping circulation is negligible."

"Tis even so."

"Joe, doesn't any client just aim for consumer sales with his advertising dollars?"

"Oh, yes, we have a couple who do."

"Well, that's better! Which ones?—your largest and best organized?"

"No, our little mail order accounts. They don't care where a paper originates just so long as it sells well."

"Joseph——"

"Yes, Tacks?"

"Joseph, help me to the door, will you? I seem a bit bewildered!"

"Gladly, Tacks. And call again sometime. Next year, maybe!"

American Asphalt Cuts Salesmen's Auto Costs by Use of Leased Cars

The use of leased automobiles for business in place of company-owned or salesmen-owned cars, is broadening. Here is one company's report of its experience with such a service.

Based on an interview by a staff writer with

PAUL WEBER

*Assistant Treasurer, American Asphalt Paint Co.,
Chicago*

TRAVEL costs are, and always will be, a major problem with any organization that employs a considerable number of salesmen. Salesmen are individualists; thus each presents an individual problem and each adds to the complexities of control. Every company, if its operations are broad, needs to have a dollar-watcher. For this article an SM reporter turned to Mr. Weber because he has been watching a fleet of leased cars, used by salesmen, with view to checking the dollar cost of operation.

Whenever fleets of motor cars are used three questions always bob up: Should the company own the cars? Should the salesmen own them? How about renting cars? Experience alone can give the answer.

About two years ago the American Asphalt Paint Co., manufacturer of Valdura products, tried out for the first time the plan of leasing cars by the year. Leased cars are driven by Valdura men in New England, in Florida, in Washington, in the Rocky Mountain district, in the desert Southwest, in Texas and in parts of the south-central country. They drive mighty hard, covering as they do all major industrial plants and other large paint users—many of whom are not centrally located. Two years of that seems like a fair trial.

Mr. Weber was asked to point out both the advantages and the disadvantages of the system. He said:

"First, in leasing, the company does not have to make a big capital investment in machines. Next, each salesman gets a new car every year. That means he has almost perfect transportation which, in itself, is assurance against breakdowns on the road owing to age and wear.

"Good new cars, well kept, pay dividends from the standpoint of psychology. This affects both the sales-

men and the customers. It seems to say that both the company and the salesmen are sound and substantial. That means confidence all around.

"Again, as the cars are rented on a flat monthly basis the system is an aid to budgeting. We can estimate costs more accurately. Unexpected expenses such as wrecks or crack-ups don't worry us or confuse our travel estimates.

"If a man owns his car it is only human that he will favor it and protect it. He'll want to run it as many years as possible. Very often he'll take the long way around on concrete in spite of the fact that he could save precious time if he took a short-cut through mud or over rough going. I'm confident, from our experience, that the salesman will make more calls in a day, and cover more territory, if he is driving a rented car.

"When a salesman owns his car and is compensated for it on a mileage basis he soon arrives at one of two convictions. He either thinks he is getting a profit on each mile driven



If his mind is untroubled by thoughts of penny-pinching or strict accountability for every auto mile, he will use the car as it should be used: As a sales tool. Then he can concentrate on how to answer Mr. Tough Prospect.

or that he is being penalized for each mile. In the first case he will, perhaps subconsciously, drive freely. That's just human nature. No matter how honest he is, the temptation's there. If he thinks he is being penalized he drives warily. He covers less territory and reduces the number of his calls. That's human nature, too.

"Salesmen driving leased cars are freed from these intangibles and are more likely to go, slam-bang, straight from one call to the next by the shortest, quickest route possible. The wear-out hazard is forgotten. The men are hunting sales and dollars—with no other thought in mind. Again, that's human.

"I don't favor the leased car for men who work in territory where their customers are concentrated, calls many and mileage limited. I think that the profit from leasing cars starts somewhere around the 15,000-mile-a-year mark. At that point our men begin to get their transportation costs down under four cents a mile. Since our men who drive leased cars average around 25,000 miles a year, the plan works out to our advantage."

The Salesman's "Ideal Car"

These costs, Mr. Weber explained, are based on a standard car. The standard, under the leasing agreement, is a two-door coach with trunk—which, he points out, is an ideal salesman's car. The man may choose either a Chevrolet, a Ford or a Plymouth. If a higher priced model is preferred it can be had—but at a higher rental, of course.

Under the leasing agreement, no matter where a man is, if the car is lost through theft or collision he is guaranteed a new one delivered at the point of loss within 48 hours. With the car his own, even though it were fully insured, he might be compelled to return to his home and lose considerable time owing to red tape before getting a new one.

In such a case he might not only be put to much expense and travel, but his loss of time and the deep cut that might be made into his sales could also be very costly to both him and his company.

If a salesman owns his car and desires to switch over to the rental plan, the leasor company buys his old car

and pays for it in cash. If he is in Denver, for example, when the new scheme is put into effect, the leasor either buys a new car in its home town and drives it to him or it gives him an order for the car he wants, to be delivered to him by a Denver dealer.

Tires today are presumed to run a full year or, at any rate, 20,000 miles or more. The other day one of the company's men in Florida reported that a tire was beginning to go at 7,000 miles. The company from which the car was leased at once wired him:

"Buy a new tire. Return the old one to us."

What the salesman paid out was refunded to him immediately on receipt of the bill marked paid.

In addition, the salesman doesn't have to worry a moment over license plates or go to any expense of money or time in getting them. The company supplying the car automatically sends him a new license each year. The licenses are issued jointly in the name of the salesman and the company that issues the car.

Mr. Weber stated above that the cost of operating leased cars has averaged four cents a mile or under by Valdura men. This includes gasoline, oil, parking and washing. Down in Arizona and New Mexico gas may cost up to 31 cents a gallon—but other sections cut down the average.

Fewer Swindle-Sheet Rows

Salesmen like the flat rental basis of car operation for another reason, he explained. If they care to use the car for their families, or for their personal pleasure, over the week-end or of an evening—there's no one to object. He's not penalized as he would be if the car were rented on a mileage basis. He isn't wearing out a car owned by his company or himself.

Of course, as a matter of business, there is a check on the men just in case they might run wild on pleasure driving. The men are required to report their speedometer readings once each week. Their routes are checked weekly by map, city to city. This gives the accounting department a way to estimate the necessary business mileage. Non-business mileage shows up quickly. Explanations are soon in order if a man tries to put much joy-gas over on the company.

The company carries public liability and property damage insurance. All other insurance and all such costs as mechanical repairs, towing, greasing, anti-freeze and so on are strictly the concern of the leasor.

The American Asphalt Paint Co.

travels men in all 48 states and Canada. It manufactures Valdura products at its plants in Kankakee, Ill., and Lincoln, N. J., and also warehouses paint stocks in Houston, Los Angeles and San Francisco. The name, Valdura, became famous more than 25 years ago in connection with heavy-duty asphaltic paints. In recent years the line has been expanded to include high quality aluminum paints, enamels, casein paints, colorful exterior paints, varnishes and roof coatings.

A subsidiary, the Marietta Paint &

Color Co., also travels a large sales force and is experimenting with leased automobiles. Its plants are in Marietta, Ohio, and High Point, N. C., where it manufactures a full line of paint products sold through dealers and jobbers; also industrial finishes including stains, fillers, varnishes and lacquers which are sold to manufacturers of furniture and other articles. Another unit is the American-Marietta Co., at Kankakee, Ill., which also manufactures a full line of industrial finishes.

Policies That Pull Marlin Out of Ruck of Blade Makers

(Continued from page 24)

were mentioned. "A depression price," "Swedish surgical steel" and "double your money back" guarantee were stressed.

Because a dollar is easier to send than a half-dollar, 80% of those who replied ordered 100's. Later, sports publications—whose readers already were familiar with the Marlin name, and other magazines and newspapers were added.

The mail order plan, forced upon Marlin at the start because of the lack of interest on the part of the jobbers and retailers, was beginning to click.

Some men wrote in to say they would like to get Marlin blades for friends. Marlin replied by offering them premiums—cameras, field glasses, traveling bags, electric appliances, silverware, etc.—in return "for a few hours work" in selling them Marlin blades. One could get a leather billfold for selling five 50-cent boxes, a cocktail shaker for 15 boxes.

Within a year Marlin had a list of 70,000 mail order buyers, who had sent in an average of \$1 on initial order, and 35 to 40% had "repeated."

With this national advertising under way Roger Kenna started, early in 1936, to develop the framework of national distribution through stores. Quantity sales were needed—the chains and jobbers were still not interested in "just another blade"—so a promotional plan was set up for department stores. Visiting resident buyers for department stores in New York, and traveling the country, Mr. Kenna put the Marlin proposition to them.

The Marlin blade was offered to them as a nationally-advertised brand which a store could handle exclusively

in its city. Promotion material and an advertising allowance also were provided. In three months, Roger Kenna signed 350 stores on this basis.

Marlin had planned to continue on this "exclusive" basis. But department stores have a lot of items on their minds. Local promotion, good at first, turned spasmodic. By Summer, 1936, business was declining.

Perhaps, too, department stores were not a place where the average man would buy razor blades.

Marlin decided it needed distribution in every conceivable store men visited. The company found, however, that a 50-cent package was too large a unit of sale for the average retail store and therefore a package of 20 blades, to retail at 25 cents, was introduced. At the same time a package of 15 single-edge blades to retail at 25 cents was brought out.

In September, 1936, Roger Kenna appointed sales manager, started to build a sales organization. His "staff" then numbered one man besides himself. He took advantage of existing sales organizations in territories where the cost of traveling men was too expensive and where warehousing was necessary, and frequently he would visit with and call on the trade with the salesmen of these organizations.

In the more densely populated parts of the country, Marlin established its own men, consisting of both missionary and jobbing salesmen. Now, in addition to four sales organizations, Marlin has 14 regional men, some with missionaries, and Mr. Kenna visiting all types of jobbers and chain outlets. In some territories the salesmen carry both the Marlin gun line and the blades, thus reducing the sales percentage costs for both divisions of the business.

The mail order response and increasing national advertising helped to build a demand for the blades. In addition to the 25-cent packages, small "sample" packages of five blades to retail at 10 cents were offered, but the

larger packages continued to be far more important from the standpoint of revenue. The higher price per blade in the smaller package was more than offset by the higher packaging costs.

Today, Marlin blades are sold through 30 or more different types of retail outlets throughout the country. They include chain and independent drug and grocery stores, department and chain stores, newsstands and haberdasheries, cigar and candy stores, gasoline stations and barber shops.

The product, the low price, and the increasing promotion make it worthwhile for an ever-larger number of outlets to carry them. Samples have been used freely; window displays have been placed in a limited way only where there is heavy consumer traffic; prize contests offering guns to jobbing salesmen have proved effective.

But mainly Marlin sales have mounted by developing increasing consumer demand through advertising and carrying through on this demand by persistent sales coverage of the retailer and wholesaler.

In a typical period, Roger Kenna explains, "Compensation of salesmen and other direct selling expense has been 6 to 8% of sales. Advertising expense has been consistently around 15%."

Wide Ad Coverage

Advertising today covers a wide variety of media. Newspapers in 1939 accounted for 44%, windows 19%, samples 10%, matches 8%, magazines 7%, and miscellaneous 12%. (Over a hundred million book matches have been used.)

Instead of following the lead of many of its competitors, in giving retailer discounts of about 50% and jobber discounts of 25 to 30%, Marlin has made the trade see the wisdom of the discounts given on other nationally advertised products. Big margins and discounts, they emphasized, on dead stock mean nothing. It is turnover that counts.

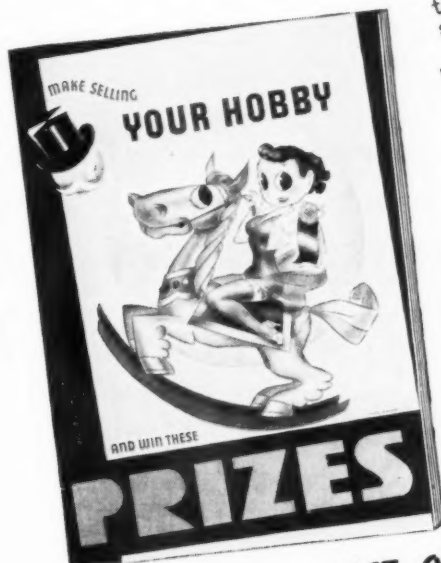
As Roger Kenna explains: "Our answer to them has been that, if we are to support the sale of Marlin blades and to continue to market a high-quality product, we cannot offer any greater discount. They have found that consumer demand, developed and maintained by advertising, returns them in the end a much greater profit."

Marlin has found that, even in the bitterly competitive razor blade field, sales and profits can be made through consistent national advertising.

It's the reputation of the product and the loyalty of the ultimate consumers which build worthwhile businesses.

THE MOST TALKED-OF PRIZE BOOK *in America...*

READ WHAT THOSE WHO HAVE SEEN IT SAY—



THIRD EDITION...JUST OUT

"A splendid presentation of the kind of prizes that should stimulate extra effort."

"A book that should be tremendously effective in moving sales upwards."

"One of the smartest merchandise catalogs that we have ever seen."

"Excellent! Better than the 1939, and that's something!"

"Carries plenty of food for thought in direct relation with sales-getting activities."

"Unique and different!"

"Contains some excellent ideas as well as suggestions and ideas for meetings."

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CONTAINS: 80 PAGES, making available almost 2000 of the **FINEST MERCHANDISE PRIZES** ever gathered together—90% Nationally Advertised, with Illustrations in Black and White and **FULL COLOR**... **COMPLETE "HOBBY" SECTION** made Interesting with Pictures and Stories of the Hobbies of Famous People such as IRVIN S. COBB, GRANTLAND RICE, EDWARD G. ROBINSON, MAJOR LENOX R. LOHR and others—**ARTICLES ON SELLING** by Famous Authors, including RICHARD C. BORDEN, ELMER K. WHEELER, WM. HAZLETT UPSON—**Pointed SALES CARTOONS** in Color.

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Smart Selling Policies Bring a Small Company to the Ranks of National Advertisers

Small space newspaper advertising, spot radio, and point of sale materials which help grocers display and sell related items, are factors in the merchandising plan which built sales so consistently for Emm-an-Cee Co., that they've enlarged their factory five times in 12 years. Now they're "going national."

THE Emm-an-Cee Co., manufacturer of Italian food specialties, will this Spring step into the ranks of national advertisers. The price range of its products, per unit, is from ten to 25 cents. The profit margin, of necessity, is small. Yet its first plunge into the national field will include these media:

Saturday Evening Post, Ladies' Home Journal, Cosmopolitan, The American Weekly, Good Housekeeping, McCall's, Photoplay, Screen Book, Hollywood, True Confessions, Romantic Story, Movie Story and Motion Picture.

Use of *The American Weekly*, William J. Curotto, president, points out, "spots" the market in 21 major cities through Sunday newspapers. On top of that there will be large space newspaper promotion in Chicago and St. Louis which includes a four-color full-page in the *Chicago Herald & American*.

In the magazines, as a rule, the space will not be large. In fact, it will be a venture in the use of relatively small space. Up to now the company's expansion has been carried on with reserve, caution and lack of

drama. It grew out of a small grocery store on Chicago's western rim.

It was established by two immigrant boys, William J. Curotto and Dominick Marre, who had grown up together in Genoa, Italy. Their forefathers had been in the hotel and restaurant business, on the Riviera, for generations. They were 19 years old when they reached Chicago.

They started what they called the M & C Grocery Store in 1914. Soon after that they began to experiment with Italian sauces. Emm-an-Cee Co. came into existence as a result in 1926. They began a drive to capture the Chicago market in 1928. Since then they've moved five times, each time into larger quarters, and recently began operations in their new, modern plant.

If they had been willing to spare the truth to build drama they might have claimed recipes handed down in secret from the kitchens of the Italian nobility, from famous chefs or grand dames. Instead they said simply:

"The northern part of Italy, in the vicinity of Milan, is famous for its cattle. There spaghetti is served with a meat sauce and is known as Spa-

In this little store where it began, Emm-an-Cee tests new products and merchandising ideas. Picture shows how a clerk should present related items. (Below) The easel counter display holds the firm's own spaghetti, but any brand may be used as long as M & C sauce is featured.



ghetti a la Milanese. In the southern part, near Naples, tomatoes grow in abundance. There they serve Spaghetti a la Neapolitan with Marinara sauce consisting principally of tomatoes with spices and seasoning. Near Genoa mushrooms grow in vast numbers in the Chestnut Forests. There the natives serve Spaghetti a la Genovese with a mushroom sauce. In other parts of Italy spaghetti is served with Pesto, a sauce made of green herbs called Basilico, with butter and cheese.

"Spaghetti, you can readily see, is served in many ways but the sauce is always the secret. Here in America we made tests, experimented, asked questions and found that 90% of the consumers favored the mushroom type. Since then we've made and sold millions of cans of it."

Mushroom sauce was the main product for a long time. One by one, however, other foods were added to the line. Today the Emm-an-Cee Co. puts out meat sauce, a spaghetti dinner, a macaroni dinner, prepared spaghetti, spaghetti and meat balls, ravioli, minestrone soup and grated cheese. Within the last few months it has started to make chili, chili con carne and other Mexican style foods.

The simplicity of cooking spaghetti and the low cost of a serving are the key notes of an educational sales campaign. The housewife, through a recipe printed on each package, is given a full course in cooking it.

M & C products are now distributed through wholesalers everywhere in the United States except on the Pacific Coast. Introduction was undertaken step by step. Whenever its products were introduced into a new market local newspapers were used. Spot radio has followed. Then, when the market merited it, billboards were

SALES MANAGEMENT

added. There has always been liberal point-of-sale promotion. Counter cards have promoted related items. Store operators have been urged to display the sauces and cheeses directly alongside the spaghetti and macaroni.

"Whenever a housewife buys a package of spaghetti always suggest a can of sauce and a can of cheese," the Emm-an-Cee salesmen keep telling storekeepers and clerks. "That increases the unit of sale from three to five times." And again:

"You don't have to display our spaghetti or macaroni on our easel counter cards. Show your own private brand—or any brand—so long as you display our sauce or our cheese."

That attitude has helped to get M & C products on the shelves and counters of many stores, especially the chains. The point is that while the buyer may pick up a nickel package of spaghetti she will be buying, probably, a ten-cent can of sauce or cheese. If she does, the M & C product is the big part of the sale anyway, so why worry over the spaghetti?

Premiums Also Related

Emm-an-Cee has also been a consistent user of premiums. It has concentrated on gadgets for the kitchen; helpful devices such as paring knives, can openers, strainers and graters. These have gone out in combination deals.

Mr. Curotto has used numerous devices to make M & C products familiar with the public. When the first year of the World's Fair in Chicago came along, 1933, and many were hesitating, he opened an Italian restaurant there. It served as many as 4,000 persons in a day and in five months grossed more than \$400,000 in business. His object was not to do a restaurant business but to familiarize a broad cross section of America with M & C products and the M & C name.

To keep a constant check on the company's food items and study the public's response to them the management conducts two restaurants in Chicago. These are run by Mr. Marre, while Mr. Curotto supervises manufacturing. One restaurant, the Monte Cristo, has been a sales test kitchen since 1934. The company, in its plant and its restaurants, now has about 350 employes. The little store is still maintained, under a manager, and is used as a laboratory to test new ideas in merchandising deals, products and product combinations. Also, maybe, there's a bit of sentiment in continuing it.

Stanley Pflaum Associates, of Chicago, is the agency in charge.



If You Know These Names You Know Us

Without fully realizing it, you may be quite familiar with the work that Dickie-Raymond does for its clients. Your first meeting may have come in reading promotional material prepared for American Airlines, trans-continental leader and largest air line in the country. This is a client-association that goes back to 1927 when American started as Colonial Airways, New York to Boston.

Or you may have seen the results of sound sales thinking for Eastern Air Lines, first served by us in 1929, and leading North-to-South air line—for the expanding Air Express Division of Railway Express Agency, Inc.—or for Inter City Airlines, largest fixed-base operator in the country.

Outstanding as Dickie-Raymond's record is in the fast-growing air transportation industry, others know us for equally resultful performance in rail and bus transportation, in such fields as office equipment and machines, business and financial services, publishing, and many more.

The important thing is that *all* these firms have found a marked distinction between Dickie-Raymond services and those obtainable elsewhere. Dickie-Raymond handles no publication or general advertising—but specializes in many phases of sales promotion and direct advertising. So *specialized* is this service, and so valuable, that all our large retainer clients are *also* served by general advertising agents, with not the slightest conflict. Further, 90% of our clients renew year after year.

If the details of this success story would interest you, if you think that our broad experience might have some value in solving problems that affect your own sales and business growth, we would welcome an opportunity for closer acquaintance.

Dickie-Raymond, Inc.

MERCHANDISING & SALES PROMOTION COUNSEL, DIRECT ADVERTISING

80 Broad Street, Boston

American Housewives Report Likes and Dislikes About Food Advertising

(Continued from page 20)

Not too bulky.....	9.3
Not too small—easily lost.....	7.8
Prefer medium sized.....	6.8
Like easy to handle—convenient..	5.7
Prefer large—no reason.....	5.0
Prefer large—more complete.....	2.8
Not too heavy—hard to handle...	2.1
Prefer large—large print.....	1.1
No particular reason.....	6.1

If "No," Why?

Plenty of room—easily accessible.	7.6%
Interested only in contents.....	6.9
Keep in drawer	4.3
Only use one.....	2.0
Don't use any more.....	1.7
All are about same size.....	1.7
Keep in a pile.....	.4
Cut to size for file.....	.2
No particular reason.....	75.5

11. Of the recipe books you have, which has an ideal page size?

The housewives brought out their "ideal" books, and the Ross Federal interviewers measured the books. The variations were great, but the majority of preferences fell into three width groups and three height groups: 146 said the width should be between 4" and 4 3/4"; 323 said the width should be between 5" and 5 3/4"; 268 said the width should be between 6" and 6 3/4". Also, 155 said the height should be between 6" and 6 3/4"; 353 said the height should be between 7" and

7 3/4"; 193 said the height should be between 8" and 8 3/4".

A book 5" wide and 7" high would suit more women than any other size.

12. Do you also keep a recipe file?

The answer here is—the higher the income group the greater the likelihood that the housewife has a file for recipe clippings.

	Yes	No
Class A	49.4%	50.6%
Class B	45.9	54.1
Class C	42.5	57.5
Class D	38.8	61.2
All housewives	41.0	59.0

13. If so, do you cut or copy recipes from cook or recipe books and keep them in this file?

Yes	59.6%
No	40.4%

If "Yes," Why?

Practical—convenient	32.0%
Easier to use than book, quicker, handier	22.9
Favorite recipes always handy....	19.5
Takes up less room, neater.....	11.7
Suggestions for new dishes.....	7.9
Keep in index file—notebook....	5.3
Keep for future reference.....	4.1
Able to add to it.....	3.0
Attractive, interesting	2.3
Like to have suggestions always handy	1.9

Make regular collection—hobby..	1.9
More systematic	1.1
No particular reason.....	1.1

14. Have you tried any new dishes within the past two weeks based upon recipes which you obtained from magazine and newspaper ads, and from radio programs?

Yes	31.2%
No	68.8%

15. Which of the following do you use most frequently?

Standard cook books	45.1%
Advertisers' recipe books.....	31.9
Recipes clipped or copied from advertisements	23.1
Recipes contained in package or printed on labels	9.8
No particular source.....	3.3

16. How do you regularly plan your meals?

More than one week ahead.....	.7%
Up to one week ahead.....	7.9
Two to three days ahead.....	14.7
One day ahead only.....	32.5
Same day	44.2

These returns have important implications. The fact that 44% of all the housewives interviewed plan meals on a day-to-day basis may mean that they're poor executives, but it also means that, no matter what day of the week they appear at the grocery store to shop, they are open to suggestions, via counter and window display, sampling, or the grocer's personal recommendations, for items for immediate purchase. It also means that very large numbers of women have food purchase and meal planning habits which indicate that advertising of grocery products might well be scheduled to spread out through the week, with greater frequency of insertion, rather than pyramided on one day, such as Friday, when competition for attention is so much greater.

Food advertisers, it would seem, are under-exploiting their advertising and merchandising opportunities, for those who sell in this field have the tremendous advantage of an intense natural interest in the subject they want to talk about. This high degree of interest was brought out particularly clearly in this survey through the comments of the field workers who did the interviewing.

Said one—and it is typical—"The reaction of the housewives interviewed on this study was perhaps more cooperative and interested than in any previous job I have handled. I found that the respondents were vitally concerned with cook books, recipes, etc., and therefore volunteered more than the necessary information needed for the study."

(FACTS ABOUT BALTIMORE)



RESERVE spending power in Baltimore:

One-third of the Bank Deposits

of \$669,976,836.00 is in Mutual Savings Banks!

More than two hundred million dollars is lying in the savings banks of Baltimore. Those depositors can draw out their money any time they want—and they *do* draw it out when they want to buy something badly enough. Your advertising can turn "reserve" spending power into actual sales!

Make your advertising investment in a growing market. Use Baltimore's "first choice" radio station.

WFBR

BALTIMORE

National Representatives
EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

Marketing Flashes

(Continued from page 33)

other instructions not practicable to put on the record itself.

The company is planning to have new salesmen record their own voices so as to be able to criticize their own delivery. Currently the records have proved a forceful way of spreading new ideas among old salesmen and of demonstrating to new men the work they are expected to do.



These molded Durez plastic ash trays nest together when not in use, held together by a metal spring clip which also holds a deck of cards. The chips snug-gling into the trays are of plastic as well.

By Novel-Crafts Mfg. Co.

BobWhite

BobWhite Frosted Foods, Inc., N. Y., is a new company selling quick-frozen meats, fish, vegetables, butter and ice cream door-to-door from dry ice refrigerated trucks. The trucks started operation in suburban Philadelphia recently and will go into other cities nation-wide.

Drivers of the trucks have a whistle imitating the bobwhite bird. They also have booklets with menus and recipes prepared by the famous Mrs. Ida Bailey Allen. Packages of frozen foods are done in brown, harmonizing with the trucks and drivers' uniforms. The drivers carry foods from trucks in a refrigerated metal basket. Each truck holds enough food to supply 200 families on a route.

Shaver for Ladies

Schick Dry Shaver, Inc., Stamford, Conn., not content with dewhiskering males, is testing an electric shaver for women.

Tried out first in Miami, the "Lady Schick" kit will be offered in other cities before the firm goes national with it. Kit consists of a shaver, two

creams "to control, soften and lighten the re-growth of superfluous hair," a "Whisk-it" device to catch clippings, and a suede bag—all for \$15.

Sales are planned through drug and department stores, lingerie and beauty shops, etc. It ought to go well in France where, the A.E.F. reported, the fat mesdames sport mustaches that rival side-show bearded ladies.

Boys and Bikes

Bike deliveries are going into big business with the Washburn Co., Worcester, Mass., putting extra power behind its Androck Bike-Delivery League of America. The league sells bike baskets to youngsters to start their own delivery services.

Dealers use a floor display showing an assortment of baskets under the slogan "Start your own business—Earn as you ride." Boys help themselves to folders describing how to build up a delivery service. He buys a basket, sends the sales slip plus ten cents to Worcester and gets an official cap, official business cards, and instructions on how to get orders from druggists, bakeries, shoe repair shops and other small merchants who need delivery service.

Sales of Washburn's baskets have shot skyward, boys write in hymns of praise, dealers chime in. Everything is hunky-dory.



For the best
VACATION
You Ever Had

Nowhere else will you find such facilities for sport and recreation. Located in the heart of this great city, one block from Lake Michigan, you will enjoy swimming at the fine sandy beaches. Lincoln Park, one of the true beauty spots of the world, is just a few blocks north of the Knickerbocker. Here, golf courses, tennis courts, and bridle paths will delight even the most professional sportsman. • For a gay vacation, come to Chicago; make your headquarters at this modern and very newest Chicago hotel.



ALLAN G. HURST
Manager



CHICAGO'S
HOTEL
KNICKERBOCKER

King You!



WHEN you stop at the Book-Cadillac, whether you're our guest for a day, a week, or just for a drink, you will find that nothing is left undone to further your comfort and enjoyment. Here you are King... with our entire staff constantly on the alert to satisfy your wishes. Visit our beautiful Cocktail Lounge, Book Casino and Motor Bar.

BOOK-CADILLAC HOTEL

1200 Rooms—Minimum Rate \$3.00

WASHINGTON BOULEVARD AT MICHIGAN AVENUE, DETROIT

W. O. SEELBACH
Managing Director



W. J. CHITTENDEN, Jr.
Resident Manager

TORONTO
MONTREAL
WINNIPEG
LONDON, Etc.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

ADVERTISING AGENCIES

Getchell's Dr. Dichter

J. Stirling Getchell, Inc., New York, maintains a staff of some 500 field workers, each equipped with a sharp pencil and special training in interviewing, whose jobs consist of securing statistical information about media, markets, copy, product packages and the various other classifications of research that come into the ken of the inquiring interviewer.

Lately, however, Getchell has broadened its research activities, headed by William E. Berchtold, to include a new branch: Psychological research. Under the guiding hand of Dr. Ernest Dichter, late of the University of Vienna, Getchell's research has taken on the bigger and more difficult job of digging deep into the human mind to find out the real reasons why people buy things. Or, as the agency's new promotion booklet, "Key," puts it: "To locate the gold-bearing lodes of the human brain."

These gold-bearing lodes, according to Dr. Dichter, who has recently been made director of psychological research for the agency, are the desires that control buying habits. Thus, for Getchell, Dr. Dichter is applying methods of research which he has devised to enable him and the Getchell research staff "to go beyond the limitations of statistical research and establish a psychological inventory of the appeals and motives that enter into the buying of any product." Getchell backs up Dr. Dichter's researches by creating advertisements directed at the human appeals and buying motives cataloged by him.

It is Dr. Dichter's theory, he told SM, that an interviewee seldom answers correctly when asked "why" he bought a product. Usually his answers are rationalized. "And," says Dr. Dichter, "while advertising that appeals to rationalization may be effective, advertising directed at the motives that make people buy will result in more 'clicks' in the reader's or listener's mind—'clicks' mean that buying motive has been hit upon . . ."

Getchell's "Key" is published to explain to clients and prospective clients Dr. Dichter's theory—which is now the agency's. A small, eight-page pamphlet, "Key" describes Dr. Dichter's idea in these words: "When you try to find out what people want with a questionnaire and a tabulator, about all you get are rationalized results—they just tell you what they think they ought to want. That isn't much help. There is something about a questionnaire that chokes off emotions anyway."

"Advertising that appeals only to virtuous thoughts and reasons is a good deal like parlor music from flute and spinet—it isn't robust enough to ring the register. It doesn't get down to what makes the pulse throb."

"No industrialist would be insane enough to build a factory and organize a process unless he knew that millions of people wanted the product. And he is beginning to learn that it isn't wise to advertise until he discovers why they want it."

"And if he studies the problem deeply, he soon finds that desire is not for great engineering and the mysteries of science. It is always related to emotions, to the surge of suppressed yearnings, to happiness and dreams of the unattainable. Good advertising springs from the home, not the factory; from the reader's mind, not from a wavering sales curve."

Thus, instead of the routine type of questionnaire "that chokes off emotions," Dr. Dichter's interview questions are designed to "bring out the whole personality of an interviewee and determine how the



Dr. Dichter . . . locates the gold-bearing lodes.

News pictures

buying of a product fits in with that personality." Questions are not standardized; a Dichter interview may take two or three hours and not mention by name the product in behalf of which the interview is being conducted. Dr. Dichter endeavors to form what he calls a "complete personality structure," a mental picture of the person formed by the answers an interviewee gives, the way in which he gives them, etc. Dr. Dichter conducts about 50% of the psychological interviews himself, the Getchell research staff the other half.

Dr. Dichter came to Getchell on an experimental basis to do a research job for Plymouth. So well did Getchell like his findings (from which the agency evolved a new Plymouth campaign to break in about two months) that he was retained as a staff member to serve all Getchell clients. Those include, besides Plymouth, the DeSoto and Airtemp divisions of Chrysler Corp.; Standard Oil of New York, White Star, Lubrite, Chicago and White Eagle divisions of Socony-Vacuum Oil Co.; Kelly-Springfield Tire Co.; Devoe & Reynolds Co.; Sobol Bros. Service Stations, Inc.; Illinois Meat Co.; two divisions of Schenley Distillers Corp.; and public relations for Allis-Chalmers Manufacturing Co. Dr. Dichter first became interested in psychological research at the University of

Vienna and has pursued its development in his country, working for such clients as Lord & Thomas, Compton Advertising and BBDO on a free-lance basis.

Dr. Dichter compares his work to that of a criminologist who must first gather all tangible clues surrounding a crime (statistical research), then interview witnesses to determine the motive for committing the crime (psychological research) and, when all clues and motives are in, fit them together into a logical solution. Dealing with motives which prompt the purchase of products rather than those that prompt the commission of a crime, Dr. Dichter gathers the tangible clues surrounding the purchase of a product, interviews the buyer who is his witness and fits his clues together to his own logical solution of why people buy.

His work, concluded Dr. Dichter, differs from other psychological approaches to advertising in that it is a case of psychology applied to advertising rather than the psychology of advertising or the psychology of attention. There is a difference, and "Key" throws light on the difference thus:

"A good advertisement is an expression of some deep-down urge. It doesn't create that urge—it burrows down into the human mind; locks jaws with said urge and drags it up into the sunshine. For these urges are not on the surface. You can't tell what he wants by looking at a man's face, and he won't tell you. Half the time he hardly knows himself. If you want to make his mouth water, talk to him about the dimly remembered foods of his always hungry boyhood, not about vitamins and his liver. He has probably forgotten the frenzy of desire that drove him to buy his first car, but down there in the cobwebby cellar of his mind is the same craving for adventure and the open road—the same passion to be master of the machine. Advertising that gets down to that craving and passion, and dusts them off, will be read and heeded."

How's Life in England?

The first market study of living, working and spending in a mass market under war conditions has been prepared by Lord & Thomas, Ltd., London, for distribution in this country by Lord & Thomas, Inc., New York. Entitled "How's Life," the study is a 13-page booklet revealing the radical changes war has brought about in the life of Great Britain, correlating data on incomes, living costs, employment, the effects of evacuation on retail trade, when people buy, what they buy and what they think about the war, with a human interest story of the Joneses, a typical English working-class family living at No. 89, Station Road, a South London suburb.

"In normal times," said Don Francisco, president of the agency, "Lord & Thomas periodically examines any changes that may affect the marketing of our clients' products. In England it was obvious in the Fall of 1939 that an even more thorough examination was necessary just as soon as things settled down." "How's Life" was prepared under the direction of Leonard M. Masius, vice-president of the agency and resident manager of the London office.

As evidence that British marketers are facing difficult times, the study reveals the rising costs of living in Great Britain and the general decrease in income. Taking July, 1914, as the base, 100, "How's Life" charts the following increases in living costs during the months prior to and following the declaration of war: July, 1939, 156; August, 155; September, 155; Octo-

SALES MANAGEMENT

ber, 165; November, 169; and December, 173. While some industries registered wage increases since January 1, 1939, the net effect has been that of reduced incomes throughout the country, brought out in the results of a survey the agency made among 331 housewives in a South London suburb and in a large reception area 30 miles from London. Five per cent of those interviewed reported that they had more money to spend; 59% that they had the same amount to spend and 36% that they had less. Housewives, the study revealed, are economizing on such things as amusements, drinks, cigarettes, cosmetics, entertainment and newspapers and magazines, and spending the bulk of their incomes on butter, margarine, meat, sugar, eggs and clothing.

Wage increases have gone into effect in the following industries, the study pointed out: Mining, iron and steel; textiles, clothing; food, drink and tobacco; woodworking; paper and painting; building and public works; gas, water and electric supply; transport; public administration; shipbuilding and engineering.

The evacuation of women and children from congested city areas to the country has had one of the greatest effects on the flow of retail trade in England of any war-time measure. From October, 1938, to October, 1939, for example, total retail sales in London proper decreased 31.2%. In reception areas to which the evacuees have gone, retail sales, on the other hand, increased as much as 16.6% in one locality. Total retail sales in Great Britain were up 6.5%.

The story of the Joneses in "How's Life" is a sketch of a representative family of the English working-class. Dad Jones, a painter, had been let off with a week's notice shortly after war was declared. He found another job in the Aircraft factory, but with that the family income dwindled from three pounds twelve shillings a week to three pounds seven and six. And living costs had gone up. . . . Mr. Johnson, "who was something big in the suburb's largest store" was ordering beer at the pub instead of his usual whiskey ("War-time rationing! Beer from now on—promised the wife!") . . . And the *Economist* had said: "We must levy on working-class incomes or lose the war."

People

Gerald H. Carson, vice-president and head of the copy department of William Esty & Co., New York, will join Benton & Bowles, same city, early in April to head the agency's newly established plan board. Before joining Esty in 1932 shortly after that agency was organized, Mr. Carson had been associated with J. Walter Thompson Co. and the George Batten Co. which later became Batten, Barton, Durstine & Osborn.



Gerald H. Carson
... from Esty to
B. & B.

Miss Ada Lillian Bush, who has been associated with the Bureau of Foreign and Domestic Commerce since 1923, has resigned to join R. J. A. McLaughlin & Associates, Washington, as a vice-president of

the agency. For the past five years Miss Bush was Chief of the Consumer Market Section of the Department of Commerce.

Robert J. Davis, vice-president in charge of the Los Angeles office of Emil Brisacher & Staff, San Francisco, has been made a partner in the agency. The firm name becomes Brisacher, Davis & Staff.



Robert J. Davis
... partner to
Brisacher.

Benton & Bowles has established a day-time program division in its radio department and appointed Kirby Hawkes, for five years director of radio for Blackett-Sample-Hummert, Inc., Chicago, as head of the new division. Tom Revere remains head of B & B's radio department. Mr. Hawkes was formerly associated with J. Walter Thompson Co. and with the Columbia Broadcasting System.

Badger & Browning & Hersey, Inc., New York, has appointed H. W. Mallinson, Jr., to the staff of the agency to be in charge of the purchase of radio time.

Warren Price, formerly with the treasury division of Johns-Manville Sales Corp., New York, has joined Abbott Kimball, Inc., same city in an executive capacity.

Rosser Reeves, former copy chief of the New York office of Blackett-Sample-Hummert, Inc., has joined the copy department of Benton & Bowles, New York. He was at one time a member of the copy department of Ruthrauff & Ryan, Inc., New York.

Leroy A. Kling, for the past several years vice-president in charge of the Chicago office of Cecil & Presbrey, Inc., has resigned. He is succeeded as head of the agency's Chicago office by Edwin C. Olson.

Account Appointments

To: *Weiss & Geller*, New York, George A. Dickel Distilling Co., Lexington, Ky., to handle advertising on all brands of the company's whisky . . . *Marschalk & Pratt*, New York, Wehle Brewing Co., New Haven, Conn., brewers of Wehle ale and beer . . . *McCann-Erickson*, Detroit office, plumbing ware division of Briggs Manufacturing Co., same city . . . *J. M. Mathes*, New York, domestic salt package division of International Salt Co., Scranton, Pa. . . . *Al Paul Lefton*, New York, Lektrolite Corp., same city, manufacturers of flameless cigarette lighters.

To: *Moser & Cotins*, Utica, N. Y., Dixie-Vortex Co., Easton, Pa., manufacturers of paper drinking cups and food containers . . . *Key Advertising*, Cincinnati, Western Reserve Co., same city . . . *Kelly, Stuhlman & Zarndt*, St. Louis, Konjola, Inc., Port Chester, N. Y.

We Implied

In an article on First Advertising Agency Group, March 15, 1940, that Lynn W. Ellis is still associated with F.A.A.G. Mr. Ellis has had no connection with the Group since its reorganization in 1932.

Our Place in the Sun

As definite a place as Miami itself, forging ahead with solid growth and unprecedented business volume. Ask any recent visitor. Compare these 2-year figures with any paper in any city. Florida's leading paper merits a place on your summer schedule.

CIRCULATION
FEB. 25, 1940

120,707

FEBRUARY, 1939

104,839

FEBRUARY, 1938

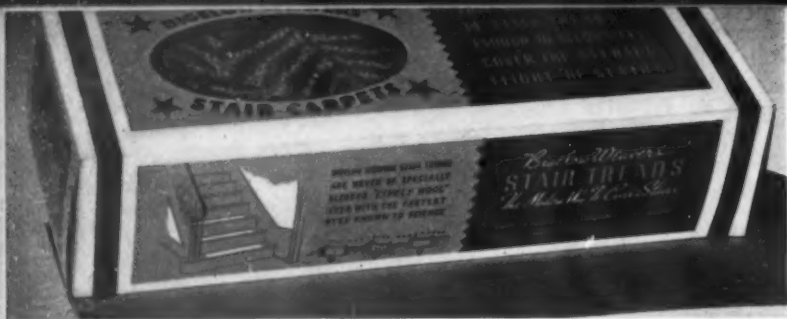
90,000

The Miami Herald

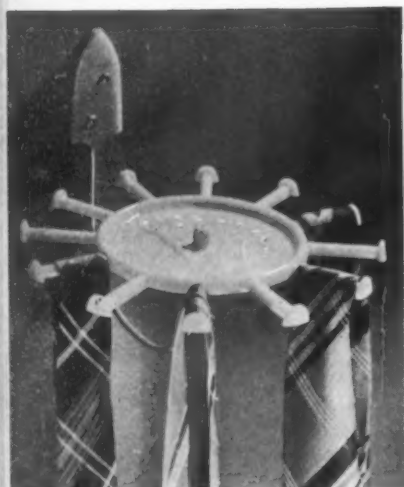
THE HERALD'S SUMMER CIRCULATION TOPS THE WINTER CIRCULATION OF MIAMI'S SECOND PAPER

National Representatives—Story, Brooks & Finley

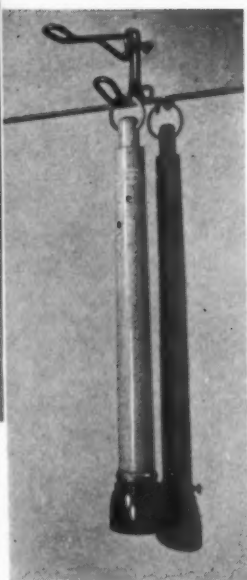
Southern Representatives—Garner & Grant, Atlanta



1



3



4

2



1. Package of the Year: Bigelow-Sanford Carpet Co.'s Stair Tread carton was chosen by the American Management Association as the package of the year—the winner of the ninth annual Irwin D. Wolf award for distinctive packaging. Designed by Bigelow-Sanford and produced by Robert Gair Co., New York, the Stair Tread carton was also selected as the most distinctive package for a product not previously packaged, in the competition which drew more than 1,500 packages developed during 1939.

2. Tele-Trol: Holcomb & Swenarton, New York, is marketing the Tele-Trol, "the newest insurance against expensive overtime on long distance telephone and teletype calls." A touch of the lever starts the device when a call is put in, and a warning bell rings automatically 15 seconds before the three-minute long distance period is ended.

3 & 4. New Plastic Uses: Bakelite is applied to two new closet accessories, a nautical necktie rack and the Closet-lite. Designed and molded by Earl S. Tupper Co., Leominster, Mass., the tie rack is "as practical and sturdy as the ship's wheel from which it is copied," having enlarged spoke ends so that ties will not slip off. It comes in colors of aluminum, bronze and gold for the men folks; in pastel shades for ladies' accessories. Howlite Co., New York, is marketing the Closet-lite, the barrel of which is made of natural-finish wood and the globe of Bakelite cast resin.

5. Sheet Packages: Cannon Mills, Inc., New York, has redesigned the boxes for its Fine Percale and Lavenlawn sheet boxes and reports buyers unanimously agree "that their attractive new design and coloring will definitely prove factors in increasing over-the-counter sales." The Lavenlawn box cover features the sleeping-girl color illustration which won first place in the 1939 Exposition of Advertising Art at the New York Art Directors Show.

6. Spongecloths: When immersed in water, these white cotton-like discs—Lavista Sponges—swell into full size wash cloths. Especially recommended for traveling by Maurice Levy, New York, distributors of the new item, Lavista Sponges are packaged in a miniature transparent suitcase of Monsanto Vuepak. Instructions, brand name and sales features are printed on the surface in bright colors to simulate travel labels.

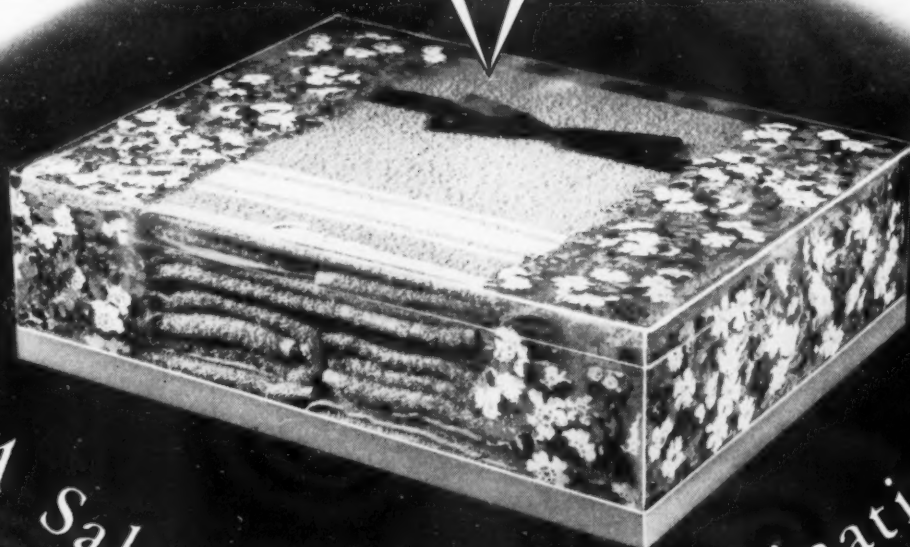


5



6

Cannon *Quality* plus Vuepak *Transparency*



A Sales-Winning Combination

Cannon Towel Box manufactured
by Old Dominion Box Company,
Charlotte, North Carolina

To be sold, a product must be seen. So when Cannon Mills wanted the most effective package for their nationally known line of towels, they selected VUEPAK, Monsanto's rigid, transparent packaging material, whose crystal clearness displayed to advantage the flawless quality and fine texture of Cannon Towels.

Aside from the natural beauty of the product seen through VUEPAK, this Cannon package has added color and eye-appeal in the dainty flower decoration on the VUEPAK cover, an unusual

feature in transparent packaging. The result—Cannon gift sets, packaged in VUEPAK have become sales winners in department stores from coast to coast.

Cannon Towels are among many department store items being packaged in rigid, transparent VUEPAK to gain buy-appeal through eye-appeal. Your product, too, may find that VUEPAK

adds that "little touch" to make it a sales winner. Information on VUEPAK for your product, as well as names of capable VUEPAK package fabricators, will be sent on request. Inquire: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield, Massachusetts. District Offices: New York, Chicago, Detroit, St. Louis, Birmingham, San Francisco, Los Angeles, Montreal.

MONSANTO PLASTICS
SERVING INDUSTRY...WHICH SERVES MANKIND



Radio "Early Bird" Ugly Duckling Turns into a Swan for CKLW

Audiences in the gray dawn are hard to get, yet "Happy Joe's Frolic" has been extended by request to over three hours; it commands a 50 to 80% higher ad rate than other daytime periods.

MOST broadcasting stations probably wish there were no early morning hours, for "Early Bird" programs usually are very ill-favored ducklings. It is hard to attract an audience, and even harder to attract sponsors, for any program before 8:30 or 9 a. m., hence they usually while away the hours by playing recordings, reading the few commercials that the sales department has been able to secure at reduced rates, and watching the clock.

But not at CKLW, Windsor-Detroit, member of Mutual Broadcasting System. On the contrary, the early morning hours at CKLW are the most hilarious of the day, there is seldom any dearth of commercials, and the rates are 50 to 80% higher for announcements during this period than for announcements during other daytime hours! They are 50% higher for six or more announcements; 80% higher for one announcement. They are also higher than those of some other stations whose regular daytime rates are far above CKLW's.

The Answer Is One Word

Of course there's a reason. And that reason probably could be stated in the one word, "Fun."

It all stated back in 1932, when Joe Gentile, one of the announcers, was "condemned" to an early morning program. Joe's chief experience prior to that time had been as an announcer at WSPD, Toledo, which was then under the same management as CKLW. He probably did not know that he was a natural comedian. Finding himself on such a program, he decided that the best thing he could do would be to amuse himself and the audience, if any. This he did by making his one commercial announcement humorous.

The program at that time lasted just 15 minutes, from 7:00 to 7:15; there was only one sponsor, and the rate was only 50% of the regular daytime rate. But the sponsor realized that Joe's clowning really was clever, and he liked it so well that he soon contracted for another announcement or two. Then the word began to get around, the audience began to grow,

and other sponsors became interested. By the end of the first year the program had been extended to a full hour, the original sponsor was paying for five announcements, numerous other sponsors had come in, and the "Happy Joe Frolic" was becoming the talk of the town.

In 1934 the program was extended to two full hours, but a half-hour of this was given over to a live orchestra. In 1935, the starting time was shoved back to 6:30 and the program ran till 9:00 as usual; then in 1939 it was set back to 6:00, making it full three hours. Next, another 15 minutes were tacked on to the end of the program late in '39 on three days of the week, and that is the current schedule six days a week. Thus the entire early morning period is taken care of every day except Sunday.

Early Birds Ralph Bengé, left, "Happy" Joe Gentile, center, Toby David "just get together, outline a skit, then depend on quick wit and ad lib their way through it." For which advertisers pay handsomely, while early-rising fans listen . . . and "die a-laughing."



Meanwhile, rates were advanced gradually till they reached the regular daytime schedule about the end of the third year, then increased further during the past year or so.

As soon as the program began to attract attention, people began to drop into the Detroit studio to see Mr. Gentile put on his "act." They found the atmosphere cordial and informal and some would kid Joe a bit while the recordings were being played, or make wisecracks in response to his commercials. In this way Joe became acquainted with some kindred souls and pretty soon he was inviting one or more of them to join him in putting on a little skit, instead of merely reading the announcement.

One of these was an unemployed actor named Toby David. Mr. David

was pretty good himself and he was an excellent stooge for Joe, so Joe would pay him a little something out of his own pocket. Then he prevailed upon the management to pay Toby a fee each time he was used. In 1935 Toby became a regular employe on the program. Ralph Bengé was developed in much the same way and became a regular in 1937.

These three have since been the regular cast, but they frequently use extras, including the rankest amateurs. One of their favorite diversions is to have harmless fun with an awkward amateur. This is not done at the amateur's expense, but the very fact that the amateur is ill-at-ease and does make mistakes enables these quick-witted professionals to make the fun all the more hilarious. They also draw on the personnel of the station when desirable.

The management has appreciated their work and has shown its appreciation in a material manner to such an extent that it now awards them a percentage of the commercial fees.

The program is called a frolic and the boys frolic all they please. They have *carte blanche* authority to do as they think best. They seldom make a "straight" commercial announcement and they seldom write any skit in full.

They just get together, outline a skit, then depend on their quick wit and *ad lib* their way through it.

As much of their humor depends upon dialect and tone, it cannot be adequately conveyed in print. In general, though, their practice is to dramatize the commercials in humorous or exaggerated manner. Thus, an expedition searches for months in the jungles of Africa till it finds Tarzan to ask where he got his leopard skin, only to learn that he bought it at the fur store of a sponsor six years ago and thinks the store has wonderful values.

A hotel guest calls the clerk and complains that he can't sleep because the man in the next room is using a typewriter. The clerk points out that he can't stop that, but proposes to

SALES MANAGEMENT

lend the writer his noiseless typewriter which he got at a local agency which has rebuilt machines at low prices.

One man on being complimented on his appearance admits confidentially that he has round shoulders and housemaid's knee, but the suit he's wearing conceals all such defects and makes him look like a full brother of Apollo.

SM checked with the Powers Motor Sales Co. and several other sponsors to confirm the claims made by the CKLW management. James Powers, president of the automobile dealership, said he sold more new cars during the last quarter of 1939 than during all of 1938 and that he attributed this largely to the radio broadcasting.

Executives of some other stations were also asked what they thought of the "Happy Joe Frolic" and all admitted that it is exceptionally effective. The sales manager of one competing station estimated that at one time CKLW had around 90% of the early morning audience but hastened to add that other stations have since succeeded in cutting this down considerably. Nevertheless, it is safe to say that CKLW still holds a larger audience during this period than any other local station.

L. J. DuMahaut, commercial manager of CKLW, claims that this is the most popular early morning program on the air and cites much evidence to substantiate his claim. Among other things, he thinks this program has a larger audience in some other cities than have local stations in those cities during the same period.

He also reports that some of the most prominent business men in the city are ardent fans, as are innumerable factory workers, clerks, high school and college students, professional men, and others. A university professor and director of radio broadcasting service wrote that the program contradicts everything he teaches on broadcasting, but that he listens, nevertheless.

On one occasion the boys threw in a free announcement of a supper that was to be given by a struggling church in a small town. This church previously had promoted similar activities and never before had taken in over \$50; on this occasion people came from "everywhere" and receipts totaled over \$300.

Commercial announcements are limited to a maximum of 12 an hour, except during brief special periods such as last December, when there were 45 announcements on the three-hour period. More than three-fourths of the present sponsors are on annual contract and many of them have several announcements each day.

APRIL 1, 1940

Advertising Campaigns

(Continued from page 21)

introduced five years ago.

Seagram's V.O. Canadian whisky is coupled with the Crowns in a similar comparison campaign in magazines. Black and yellow (the Seagram colors) pages in *Life*, *Collier's*, *Liberty*, *New Yorker*, *Esquire*, carry it. V.O. and Seagram's Ancient Bottle gin get black and yellow pages in *Town & Country*, *Country Life*, *Harper's Bazaar*, *Vogue*, emphasizing "the finest" theme. A new slogan, "The 4 to 1 Way for Finer Highballs"—four parts water or soda to one part V.O.—also is played up in both magazines and newspapers.

Warwick & Legler, N. Y., is in charge.

Insurance's "First"

About 90 companies doing half of the life insurance business of the country are members of the Institute of Life Insurance. Beginning April 15, they will launch the first consistent national co-op campaign. It will run until 1941.

Newspapers of major markets (exact number not yet determined) will carry a weekly column signed by Holger J. Johnson, Institute president, designed to "help policy-holders gain a better understanding of life insurance." The institutional series will probably cost around \$300,000.

Copy, says Mr. Johnson, will "answer questions; show people how to get full value for their insurance money; explain what the public can expect from a good agent; help policy-holders to get the greatest service out

of existing service, and . . . try to catch the spirit of service that permeates the life insurance business."

J. Walter Thompson, N. Y., is the agency.

"Hello"

"The Telephone Hour," the first network presentation of the Bell System, will start April 29 on 70 NBC-Red stations. Despite the name, it will be a half-hour show, 8:00 to 8:30 p.m., Mondays.

Talent will consist of James Melton and Francia White, singers, a 14-voice mixed chorus, Don Voorhees' 57-piece orchestra. Semi-classical, light operatic and popular music are to be featured.

Bell continues its printed promotion in some 50 magazines and in college publications. N. W. Ayer, N. Y., handles the radio, institutional and the long distance advertising. Newell-Emmett, N. Y., is in charge of the "trade-mark service" and college publications.

Maytag Splash

Maytag Washing Machine Co., Newton, Iowa, starts what it terms the "biggest washer ad campaign of 1940" to introduce a "Master" model. April issues of women's and farm magazines will carry color spreads of a page-and-a-half. Half pages, in color, will continue, and so will space in 600 newspapers, through the Fall months. Dealers will run local newspaper copy, and will be supplied with displays and other helps. The full page ad combined with the outside half of the facing page is said to be an innovation. McCann-Erickson, Chicago, is agency.

"HEY, MISTER... I've brought your shipment already-2500 miles Overnight!"



2500 or 500, whatever the distance, super-swift AIR EXPRESS travels 3 miles a minute all the way. It's tops for keeping stocks low—sales up—the modern time-saving way. Low rates. Complete, super-swift national coverage—2500 miles overnight! For action, phone RAILWAY EXPRESS . . . AIR EXPRESS Division.





"Basic Group" Starts

Basic Newspaper Group, Inc., embracing the Oklahoma City *Oklahoman* and *Times*, Dallas *News* and San Antonio *Express* and *News*, may start functioning April 1 with 200,000 lines per annum sold for each of the three markets. At SM's deadline, the total for each market was 150,000 lines.

The group has been formed, on the initiative of the Oklahoma Publishing Co., to encourage consistent as well as "volume" advertising by general advertisers in newspapers. To earn special discounts, advertisers must contract for regular space for certain lengths of time.

First advertiser to sign was General Mills, Inc., which took a total of 52,000 lines in each market on a 52-week basis, through Blackett-Sample-Hummert and Knox Reeves, Inc. One thousand lines will be used weekly for 26 weeks for Wheaties cereal and 1,000 weekly for the same period for Softasilk cake flour. Last year, among these three markets, Wheaties used only 1,030 lines, and all of this was in *This Week*, in Dallas. Softasilk had a total of 996 lines last year in each of the three markets.

Edgar T. Bell, business manager of the Oklahoma City Publishing Co., is president of Basic Newspaper Group, Inc.



Photo by
Blank-Stoller

The list of Basic Newspaper Group Advertisers has not been released. At present, they are chiefly food and drug concerns. Ralph Miller, New York representative and "sales manager" of the group, has not had time to cover all major classifications. Offices in Chicago and Detroit may be opened soon.

Last year, Oklahoma Publishing Co. conducted a campaign in business papers revealing the inconsistency of many general advertisers and classifications in their use of newspapers. Soap advertisers, for example, were asked whether they expected their customers to wash only a dozen times a year. This campaign was recognized in both the Annual Advertising Awards competition sponsored by *Advertising & Selling* and in *Editor & Publisher's* annual Newspaper Promotion Contest. The Basic Newspaper Group developed from it.

The idea for the "inconsistency" campaign is said to have originated in a conversation between J. I. Meyerson, promotion manager of the Oklahoma Publishing Co., and D. F. Wolfe of that company's promotion research staff. Mr. Wolfe is now with the New York office of Basic Newspaper Group.

Edgar T. Bell, Oklahoma Publishing Co., is president of Basic Newspaper Group, Inc.

Men, Women and Newspapers

Large morning and evening newspapers both are vigorously at work refuting the assumption that morning papers are read predominantly by men, evening papers by women.

The New York *Times*, a morning paper, for example, recently took double-spreads in the New York *Times*, the Chicago *Tribune*, Chicago *Daily News*, Detroit *News* and Philadelphia *Bulletin*, and large space in sales and advertising magazines and trade papers, to point out that "414,180 Women Cannot Be Ignored." Pages on this theme will follow.

The campaign is based on a personal-interview survey of 50,194 women in high- and medium-income neighborhoods in New York city and suburbs. Projecting the findings, the *Times* pointed out that 414,180 women in such neighborhoods read the Sunday *Times* and 221,840 of them read the daily *Times*.

Emphasizing its readership among men, the New York *Sun*, an evening paper, has launched its third annual competition for the best Father's Day promotion campaign. The *Sun* will give \$500 for the campaign of five advertisements judged most suitable for its use in promoting that day—June 16. The deadline is May 1. Last year nearly 100 newspapers reproduced the campaign. The *Sun* is seeking to dramatize the "human qualities of the average American father."

Readers and Buyers

Relationship between readership of a publication and use by readers of products advertised therein was found recently by Pedlar & Ryan advertising agency, in co-operation with *Boys' Life*, published by Boy Scouts of America. Pedlar & Ryan places advertising for Vitalis hair dressing, of Bristol-Myers Co. *Boys' Life* is on this list.

Cards returned by 815 boys, between 12 and 16 years, indicated that 730 use a dressing on the hair. Some 113 different brands were mentioned. But Vitalis was used by 247 of them—nearly five times as many as the second brand, which is not advertised in the magazine. "Advertising" was the predominant reason why this brand was adopted by them.

FM, Television, Short Wave

Technically, as well as commercially, radio continues to move forward. Some "technical" developments in the last fortnight which may affect radio's commercial news for years to come are the announcement that 100 applications have been received by Federal Communications Commission for "frequency modulation" stations; the issuance by NBC of the first short wave rate card, covering commercial programs on international broadcasts to South America; and the widening of television's range.

RCA, G-E and others have reduced the

price of television receiving sets in the New York area about one-third, and RCA announces that plans for development of a television network are being developed. Meanwhile, NBC began, for Esso Marketers, the first regular sponsored television program.

* * *

The NBC short wave rate card provides sponsors with unusually high discounts and rebates, including a 40% discount to yearly advertisers. Programs may be broadcast in Spanish, English and Portuguese—the rate for Portuguese being less because of the smaller number of listeners who understand that language. NBC estimates a U. S. short wave audience of about 800,000 in Argentina; 350,000, Brazil; 150,000, Mexico, and 160,000, Cuba.

Sharper Newspaper Gain

With an increase in every major group, total newspaper advertising linage in 52 cities in February, said Media Records, rose 7.6%. This was the newspapers' best February since 1937. Automotive linage—reflecting record sales of that industry in that month—gained 22.2%. Other gains were general or national, 12.2; financial, 6.5; retail, 6.1, and classified, 5.3.

Despite the fact that manufacturers' sales of cars in February were at peak, their linage in these newspapers was less than 40% of the February, 1929, figure—4,224,064 against 11,390,688.

A.B.P. Essay Contest

Started at the University of Wisconsin last year on a trial basis, the Associated Business Papers' Essay Contest is now a part of the 1940 curricula of three other colleges: Wharton School of University of Pennsylvania, Northwestern and Massachusetts Institute of Technology.

Twelve cash prizes totaling \$150 and 12 awards of the book, "Advertising and Selling through Business Papers," by Mabel Potter Hanford, will be given.

Subject of the essay is, "How Business Papers Energize Business."

Radio News

William J. Fagan, from Benton & Bowles, has become assistant sales manager of Columbia Broadcasting System, under William C. Gittinger, vice-president in charge of sales. He will specialize in "service." Allyn Jay Marsh, also recently appointed assistant sales manager, will concentrate on new business.

Not just "part of the chain," WABC further emphasizes its individuality by acquiring a sales promotion manager, Jules Dundes.



Jules Dundes, for the last four years a member of the CBS sales promotion staff, has been appointed sales promotion manager of WABC, New York. His appointment is in line with the CBS policy of having each of its owned and operated stations function with its own promotion staff.

Roy C. Witmer, NBC vice-president in charge of sales, pointed out recently in *Radio Daily* that Saturday morning time is

SALES MANAGEMENT

A WEEK FROM THIS WEDNESDAY!

The expectant mother in Miami may have quintuplets, Byrd may discover a new snow mountain, Hitler may loose a blast, the Yankees may lose a game. . . . Those are possibilities. They may happen on April 10—or perhaps not in all of 1940.

But every year, every tenth of April, SALES MANAGEMENT publishes its strip-tease act on the retail sales and the income of the nation — sections — trading areas — counties — cities. This SURVEY OF BUYING POWER exposes the nation down to the fundamental bone and sinew — shows

**Where people live
How much they have to spend
How much they do spend
Where they spend it**

More than three-quarters of the information is original with SALES MANAGEMENT and obtainable from no other source. You need it in your sales planning, your advertising planning.

Perhaps you need an extra copy or so. Better order at once then, for every year the reserve supply is exhausted shortly after publication. Ask for the 1940 Survey of Buying Power. The price is \$1.00 postpaid.

SALES MANAGEMENT

420 LEXINGTON AVENUE

NEW YORK CITY

becoming more valuable, because of the five-day week and the fact that "Friday more and more is becoming the nation's pay day." . . . WLS, Chicago, has issued a promotion piece on its Saturday morning response.

* * *
KYUM, Yuma, Ariz., and WFMJ, Youngstown, Ohio, joining NBC last fortnight, brought the number of NBC affiliates to 186 . . . KSAL, Salina, KGVV, Great Bend, and KFBI, Wichita, all in Kansas, have brought Mutual Broadcasting System's station total to 123. . . . WMCA, New York, has appointed Virgil Reiter & Co., middle-western representative. . . . The Oklahoma Network, comprising six stations there, has appointed Arthur H. Hagg & Associates as national representatives.

* * *
Robert R. Harkness, formerly western advertising manager, *Woman's Home Companion*, will join the Foreman Co., radio representatives, at Chicago, April 15. . . . Walter Duncan, national sales manager of WNEW, New York, has been elected a vice-president.

* * *
WOR, Newark, has reproduced in booklet form a broadcast written and presented by Gabriel Heatter on its 18th anniversary. . . . WABC, New York, has issued a presentation on its "Women's Page of the Air."

* * *
John E. Pearson has been named national accounts manager and national advertising representative of Stations KWTO and KGBX, Springfield, Mo. He will cover the Middle West and East from Chicago. . . . William T. Meyers has been appointed executive consultant for chain stores and sales policies for the Columbia Recording Corp., Bridgeport. . . . The western division of National Broadcasting Co. will recognize its 13th birthday April 5. The division has grown in this period from five to 36 stations serving the 11 western states and Hawaii.

Newspaper News

In proof of the fact that newspaper and radio people can get together, the Media Promotion Association has been formed at San Francisco, its membership including both. Thor Smith, promotion manager of the *Call-Bulletin*, is chairman.

Robert D. Levitt will direct all promotional activities of the N. Y. *Journal-American*.



The New York *Journal-American* has consolidated its promotion departments under Robert D. Levitt, who has been in charge of advertising promotion. Under him, Edward J. Dowden, Jr., will handle circulation promotion; Walter Persson, local and national advertising promotion, and Lillian Walsh, classified promotion.

J. Mora Boyle, formerly an advertising executive with several New York City newspapers, recently retail advertising manager of *Cue*, has joined the New York *World-Telegram*. . . . Ernest Hoftzyer recently completed ten years as advertising manager of the Boston *Record-American*.

PM, Ralph McAllister Ingersoll's newspaper, will definitely appear June 1, it is learned. Circulation of 200,000 at five cents a copy, without benefit of advertising, is sought. It will be a tabloid—smaller in size than existing tabloids—with 32 pages regularly, at least half of which will be devoted to pictures and drawings. Mr. Ingersoll will be editor; George Lyon, managing editor; T. M. Cleland, art director. Elizabeth Hawes will do a department of "Useful News." Otho J. Hicks will digest advertising bargains from other papers, and William McCleery will be in charge of pictures.

Compton Advertising, Inc., will handle PM's advertising.

* * *
C. E. Phillips, for ten years local advertising manager of the Rockford, Ill., *Morning Star* and *Register-Republic*, has been appointed advertising manager, succeeding the late Russell Chapman. Richard G. Lundgren has been named national advertising manager. Mr. Phillips is vice-president of the Newspaper Advertising Executives' Association.

* * *
The 10,000 women who attended the Chicago *Herald-American's* nine church cooking school programs in the last three months brought more than \$2,000 to the treasuries of the nine church groups which sponsored each program.

Business Paper News

To supplement current data published in the business paper section of Standard Rate & Data Service, McGraw-Hill Publishing Co. has introduced Market and Media file folders containing up-to-date facts and figures on its publications and their markets.

* * *
Men's Wear, a Fairchild publication, New York, will introduce a new make-up and rate card with the June 5 issue. Advertising pages will be made up on a three-column basis. . . . *Seed World*, Chicago, and *Agricultural Engineering*, St. Joseph, Mich., have become members of Audit Bureau of Circulations.

* * *
Charles H. Eiser, advertising director of the *Underwear & Hosiery Review*, has been elected president of Knit Goods Publishing Corp., New York, publisher of that journal. He succeeds John F. Stern, who becomes chairman of the board. Bertram Lebharr, editor, is now executive vice-president.

* * *
Charles R. Larson, formerly with *Soda Fountain*, has been made manager of the "Chain Store Fountain" section of *Chain Store Age*, New York.

Magazine News

Two women's magazines—*Ladies' Home Journal* and *Woman's Home Companion*—recently have announced that their paid circulations have passed the 3,500,000-mark.

* * *
The *Home Journal* has summarized what happens. . . . when the Griffins come out." The Griffins, of Cedar Rapids, Iowa, were the first family to be studied in detail by the *Journal* in a series on "How America Lives." Included are comments from governmental leaders, writers, educators, and a lot of "typical Americans." Sixty-nine stores requested display material to feature Mrs. Aulden Griffin's dress.

Pubfinder, national news weekly published by Emil Hurja at Washington, has announced reduction of circulation in cities of more than 100,000 population and concentration on small town and rural markets. Circulation guarantee will be reduced from 1,000,000 to 700,000. . . . *Littletown*, described as a "New Yorker magazine in reverse," has been launched at Lancaster, Wis., with Larry B. Clementson as editor and publisher. It is devoted to articles, short fiction, verse, etc.

* * *
Owing largely to the fact that *Life* "contributed substantially," net profit of Time, Inc., last year was nearly three times as large as the year before, said Henry R. Luce, chairman of the board. The net profit rose from \$1,129,422, or \$4.76 a share, in 1938, to \$3,206,751, or \$13.63 a share, in 1939. *Time* "continued to be the largest contributor to the profit result," Mr. Luce explained. Other divisions are *Fortune*, *Architectural Forum* and the March of Time.

* * *
Dance has been acquired by Dance Forum, Inc., New York, of which Richard Davis is president, and will "make a definite bid for the class market." . . . *Parents'* report record display and color advertising and record circulation for its April issue.

Harlan Logan, new general manager of *Look*. (His almost successful rejuvenation of *Scribner's* made him one of publishing's fair-haired boys.)



Harlan Logan, former publisher of *Scribner's*, has been appointed general manager of *Look*, Des Moines. A. H. Burtis becomes business manager. . . . *Look* reports a 37% advertising gain in the first quarter.

* * *
F. S. Norman has been appointed business manager of Robert L. Johnson Magazines, Inc., New York.

* * *
Junior Scholastic and *U. S. Camera*, both of New York, have joined the Audit Bureau of Circulations.

* * *
The *Tourist's Calendar*, a quarterly of events of interest to North American tourists, has been introduced at Milwaukee. P. W. Baker is publisher; R. E. Neprud, editor. The first issue is 56 pages, with an 8½x11 in. format. One feature is "The Parade of States," a calendar of events in each.

Miscellany

The 23d annual convention of the Direct Mail Advertising Association will be held at the Chalfonte-Haddon Hall Hotel, Atlantic City, October 2-4.

* * *
B. E. Jolley, formerly research production manager of Ross Federal Research Corp., has been made director of research planning and production there.

SALES MANAGEMENT

THE RUBBER INDUSTRY

Has a lot on the ball NOW

THE FACTS:

MORE CRUDE RUBBER CONSUMED in 1939 in U. S. than ever before in history. 577,591 long tons. January, 1940, consumption 55,000 long tons. February, 49,882.

MORE LATEX — record-breaking imports of 61,460,003 pounds for 1939.

MORE RECLAIMED RUBBER consumed — 184,942 long tons last year.

WHICH MEANS an unprecedented demand for all types of compounding ingredients, accelerators, activators, antioxidants, miscellaneous chemicals, reenforcers, fillers, etc., necessary to all processing.

NEW PLANTS of large capacity have been opened in several sections of the country, requiring new equipment now and in the future.

ESTABLISHED MANUFACTURERS have purchased and are ordering modern equipment, particularly of the automatic and semi-automatic types at a more rapid rate than for a decade.

AND—

INDIA RUBBER WORLD, for April, 1940, carried the largest dollar volume of advertising for any regular issue since 1930 — a ten year record which proves the general acceptance of this publication as the medium for reaching the rubber industry.

A PRE-DEPRESSION MARKET READY AND WAITING

Yes, gentlemen, the rubber trade is up and coming, as new uses are found for the product in every field of industry and every walk of life.

Right now it needs more operating, more materials handling, more general equipment, and more compounding ingredients than since 1929.

Market surveys to fit your products, circulation figures and advertising rates on request.

INDIA RUBBER WORLD

A Bill Brothers Publication

420 Lexington Avenue

New York City

HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Emil Eitel
Karl Eitel
Roy Steffen



BISMARCK
HOTEL-CHICAGO
RANDOLPH AND LA SALLE

SALES ORGANIZER ADMINISTRATOR

With enviable record organizing and directing distribution for AAA I office appliance Mfg. past 8 years seeks larger opportunity with national organization.

Appointed and trained new salesman '30 thru '38 covering U. S. Increased sales production both new and old men thru personal sales leadership in field. Outstanding results developing large Industrials.

Convincing, forceful, successful. Age 42. Happily married. Full details exchanged in confidence. Address Box 713, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**YOUR GUIDE TO
GOOD LIVING IN ST. LOUIS**

Hotel
Mayfair
All rooms with bath—
radio reception

PHOTOSTATS COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET
233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Digby 4-9135-6-7-8



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

How Do Big Firms Recruit and Select Salesmen?

One of management's needs today is for better ways of recruiting and selecting able salesmen. Will classified ads bring the right men? Can we rely on recommendations from our customers? How can we handle the applicant who walks into our office?

Companies that recruit and select large numbers of men are, naturally, in a much better position to obtain experience than those taking on only a few men annually. The memorandum, "Recruiting and Selecting Salesmen," prepared by Policyholders Service Bureau of Metropolitan Life Insurance Co., therefore treats mainly of big firms. It is an outline of the subject, high-spotting principal points, and not a lengthy survey.

Excerpts are given from articles in *Fortune*, *Printers' Ink*, *SM*, and other publications on the extent of recruiting, sources of salesmen, recruiting methods, presenting the job, selection procedure, application blanks, interviews, rating charts, etc.

Such corporations as Fuller Brush, Davis Tailoring, Household Finance, Armstrong Cork Products, Jewel Tea—which hire as many as 12,000 men a year—are reported on together with summaries of the systems they have found most satisfactory.

As a source for more extended study the memorandum ought to be of value to both large and small concerns. Address requests to John B. Payne, Policyholders Service Bureau, Metropolitan Life Insurance Co., New York, N. Y.

"Hartford" N. C. and Conn. Look at Their Markets

Greensboro, N. C., is called the "Hartford of the South" because so many insurance companies have their headquarters there. Premiums paid in good times and bad assure steady work for insurance companies' employees. However, that is only one element in Greensboro's prosperity. A 50-mile circle around the city would enclose 915,000 who have payrolls of \$98,000,000, farm incomes of \$75,000,000—more people and money than in similar circles around Atlanta or Richmond.

These, and numerous additional startling truths, are set forth in two pamphlets just issued by Station WBIG, an affiliate of Columbia Broadcasting System. Edney Ridge, director of the station, will send them on request.

Station WDRC, Hartford, Conn., has also issued a filing folder called "Blue Ribbon Programs" which gives plenty of information about what might be termed the "Greensboro of the North." Emphasis is

on the diversified types of programs, from short announcements to hour sponsorships, available to local and national advertisers. "Convenient and practical" is what ad agencies say about its loose-leaf format.

William Malo, of WDRC, will send it, and will keep it up to date when new programs are established. Agencies and advertisers considering new programs will be most interested in copies.

Progressive Grocer Surveys Food Trade Distribution

For ten years now the *Progressive Grocer* has been conducting an annual survey of food distribution. Obviously this accumulated information is progressively more valuable as it increases in size. The 1940 edition, "Facts in Food and Grocery Distribution," is a folder pointing out, for instance, "the kind and character of stores that have increased in importance and those that have declined; retail food and grocery sales by states; number of stores, independent, chain, specialty," and a host of statistics for easy reference.

Chain store taxes and legislation, the rise of super-markets, shifts in volume (large vs. small independents), private and national brands are discussed.

Write Carl W. Dipman, *Progressive Grocer*, 161 Sixth Avenue, New York, N. Y.

So You Think Car Cards Are Monotonously Alike?

If you have been mistakenly believing that street car cards are lacking in versatility, here's a booklet that will open your eyes. Compiled by the Barron G. Collier organization, it illustrates with complete effectiveness the wide range of treatments possible with this medium.

Smaller, better lighted transit units now make practical the use of longer copy. Introduction of the double card has provided a three and a half foot latitude which has opened new horizons. The booklet, "Techniques in Transportation Advertising," gives scores of examples of these new methods. Over 4,000 advertisers all over the U. S. use the medium each year. From their thousands of cards a selection has been made to illustrate: Comic strip copy; seasonal appeals; long copy; natural color photographs; testimonials; tie-ins with other media; sampling; contests; and various other copy and design ideas. It should be a provocative booklet to ad agencies and advertisers.

Requests to M. C. Coleman, Barron G. Collier, Inc., 745 Fifth Avenue, New York.

A Billion Dollars on Wheels

The auto, which affects so many facets of American life, is solely responsible for a rapidly expanding market of startling magnitude of which practically nothing is known: The roadside stand market. Running in size from a few tables on the lawn to elaborate taverns and food markets, they number at least 300,000 and account for an estimated \$1,000,000,000 annual sales from motorists. The "Cellophane" division of E. I. du Pont de Nemours & Co., Wilmington, Del., has made a survey of roadside stands, where they are located, what they sell, how they are serviced, how people buy from them, and what the manufacturer can do to capitalize on this market.

Compiled and edited in booklet form, "A Billion Dollars on Wheels" is an illuminating review of a new branch of merchandising. Ask J. A. Shellenberger of the above address for a copy.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-page negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

WANTED—SALES EXECUTIVE with national experience in selling to the laundry industry. Established manufacturer, who operates nationally, wants executive with sales promotional and technical training—must have proved executive ability. Man we want is alert, capable, and confident of his ability to work with salesmen and fellow executives. Position pays good salary—future assured for the right man. There may be exceptions, but we believe no one would qualify who is now earning less than \$300 per month. Please send detailed information to Box 711, SALES MANAGEMENT, 420 Lexington Avenue, N. Y. C. All communications will be held in strictest confidence. Our executives and salesmen know of this advertisement.

MANAGER OF SPECIALTY SALES

If you have been definitely successful in selling a high grade specialty at one hundred to three hundred dollars, and have selected, also directed, branch managers and their staffs, this job will be profitable to you. Our line is the larger electric suction vacuum cleaners, not the residence type nor sizes. Five units selling to churches, schools, theatres, hotels, department stores, office buildings, industrial plants, auto filling stations, furnace dealers, coal dealers, mills making flour and feed. Quality and durability proven by twenty-nine years of production to satisfied users. Territory Chicago to New York City in which we have small staff and wish to develop them, then expanding. At first must be on the road all the time, training and inspiring men to follow your proven selling technique. Here is where ability will count, to show others how to do it too. Proof of success in such selling is required, otherwise do not apply. No jobber wanted, specialty man only. Surely a real specialty manager will take this going business much further. Consumer prices neither highest nor lowest. Permit liberal commissions to Distributors so they in turn may pay well and interest able men, with good surplus left for themselves. We financially sound, not the biggest, (no inside politics), owe nothing, but will not approve spread eagle sales campaign. Better ways and more permanent. We sell on deferred payments if desired, and keep our own paper. We own our plant and make all our machines. Production is ample, designing, accounting, correspondence, moderate publicity, all well staffed, all financed. But lack a Manager of Sales, you to be one of a small family, more like a director. We finance everything up to your personal expenses which you will yourself assume and accept a generous split of the profits payable monthly, and which will be good. You may go as far as ability will carry you, the further the better we shall like it. When we do get together it must be with the mutual determination to make it as permanent as humanly possible. If you can qualify and are interested, send full record the first time, show us the kind of letter you will de-

EXECUTIVES WANTED—Continued

mand from your own later appointees. Confidential if you request. Our people know about this advertisement. Box 714, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

LINES WANTED

ESTABLISHED MANUFACTURERS' REPRESENTATIVE covering Chicago-Milwaukee area, 20 years executive engineering background: both electrical and mechanical experience, charge product and tool design, with direction sales engineering for leading manufacturers. Wants line where this experience will prove a mutual asset. Box 704, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfgs. and jobbers, preferably motors and specialties.

Ag-82: Territory: Metropolitan N. Y., hdqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-83: Territory: Metropolitan New York, New Jersey. Wants beverages and syrups. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hdqrs., New York City. Wants notions or housewares items.

Ag-87: Territory: New England, hdqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power & production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory: Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, St. Paul, Des Moines, Kansas City, St. Louis, hdqrs., Chicago. Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

POSITIONS WANTED

SALES MANAGER OF OVER TEN years' experience as salesman, sales manager, and retail proprietor would like location in Louisville for Ky. territory. Any well established line. No insurance. Excellent references. Age 33, married, Yale graduate, can invest small sum but would prefer not. Box 712, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

A BETTER MAN

Successful man, 37, now employed, desires new connection. Impressive record for getting things done in Sales Management, Merchandising, Advertising. Skilled in marketing new products, booming run down sales in building trades, appliances, dept. store merchandising, musical instruments, advertising. Builder of morale, knows people, how to handle them, how to sell them. College, special training. Box 715, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

PHOTO POST CARDS

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Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

REPRESENTATION WANTED

WELL ESTABLISHED LOOSE LEAF MANUFACTURER is bringing on the market a new line of sales presentation binders. Based on new mechanical principles these binders are far superior to any now available. Fully protected by patent. Straight commission, exclusive territory. All or part time. Box 715, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial heavy lubricant, established and repeating business. Territory open: S. E. and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & central states.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Emil Eitel
Karl Eitel
Roy Steffen



BISMARCK
HOTEL-CHICAGO
RANDOLPH AND LA SALLE

SALES ORGANIZER ADMINISTRATOR

With enviable record organizing and directing distribution for AAA office appliance Mfg. past 8 years seeks larger opportunity with national organization.

Appointed and trained new salesmen '30 thru '38 covering U. S. Increased sales production both new and old men thru personal sales leadership in field. Outstanding results developing large industrials.

Convincing, forceful, successful. Age 42. Happily married. Full details exchanged in confidence. Address Box 713, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.



PHOTOSTATS
COMMERCE PHOTO-PRINT
CORPORATION
1 WALL STREET
233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Dlgy 4-9135-6-7-8



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

How Do Big Firms Recruit and Select Salesmen?

One of management's needs today is for better ways of recruiting and selecting able salesmen. Will classified ads bring the right men? Can we rely on recommendations from our customers? How can we handle the applicant who walks into our office?

Companies that recruit and select large numbers of men are, naturally, in a much better position to obtain experience than those taking on only a few men annually. The memorandum, "Recruiting and Selecting Salesmen," prepared by Policyholders Service Bureau of Metropolitan Life Insurance Co., therefore treats mainly of big firms. It is an outline of the subject, high-spotting principal points, and not a lengthy survey.

Excerpts are given from articles in *Fortune*, *Printers' Ink*, *SM*, and other publications on the extent of recruiting, sources of salesmen, recruiting methods, presenting the job, selection procedure, application blanks, interviews, rating charts, etc.

Such corporations as Fuller Brush, Davis Tailoring, Household Finance, Armstrong Cork Products, Jewel Tea—which hire as many as 12,000 men a year—are reported on together with summaries of the systems they have found most satisfactory.

As a source for more extended study the memorandum ought to be of value to both large and small concerns. Address requests to John B. Payne, Policyholders Service Bureau, Metropolitan Life Insurance Co., New York, N. Y.

"Hartford" N. C. and Conn. Look at Their Markets

Greensboro, N. C., is called the "Hartford of the South" because so many insurance companies have their headquarters there. Premiums paid in good times and bad assure steady work for insurance companies' employees. However, that is only one element in Greensboro's prosperity. A 50-mile circle around the city would enclose 915,000 who have payrolls of \$98,000,000, farm incomes of \$75,000,000—more people and money than in similar circles around Atlanta or Richmond.

These, and numerous additional startling truths, are set forth in two pamphlets just issued by Station WBIG, an affiliate of Columbia Broadcasting System. Edney Ridge, director of the station, will send them on request.

Station WDRC, Hartford, Conn., has also issued a filing folder called "Blue Ribbon Programs" which gives plenty of information about what might be termed the "Greensboro of the North." Emphasis is

on the diversified types of programs, from short announcements to hour sponsorships, available to local and national advertisers. "Convenient and practical" is what ad agencies say about its loose-leaf format.

William Malo, of WDRC, will send it, and will keep it up to date when new programs are established. Agencies and advertisers considering new programs will be most interested in copies.

Progressive Grocer Surveys Food Trade Distribution

For ten years now the *Progressive Grocer* has been conducting an annual survey of food distribution. Obviously this accumulated information is progressively more valuable as it increases in size. The 1940 edition, "Facts in Food and Grocery Distribution," is a folder pointing out, for instance, "the kind and character of stores that have increased in importance and those that have declined; retail food and grocery sales by states; number of stores, independent, chain, specialty," and a host of statistics for easy reference.

Chain store taxes and legislation, the rise of super-markets, shifts in volume (large vs. small independents), private and national brands are discussed.

Write Carl W. Dipman, *Progressive Grocer*, 161 Sixth Avenue, New York, N. Y.

So You Think Car Cards Are Monotonously Alike?

If you have been mistakenly believing that street car cards are lacking in versatility, here's a booklet that will open your eyes. Compiled by the Barron G. Collier organization, it illustrates with complete effectiveness the wide range of treatments possible with this medium.

Smaller, better lighted transit units now make practical the use of longer copy. Introduction of the double card has provided a three and a half foot latitude which has opened new horizons. The booklet, "Techniques in Transportation Advertising," gives scores of examples of these new methods. Over 4,000 advertisers all over the U. S. use the medium each year. From their thousands of cards a selection has been made to illustrate: Comic strip copy; seasonal appeals; long copy; natural color photographs; testimonials; tie-ins with other media; sampling; contests; and various other copy and design ideas. It should be a provocative booklet to ad agencies and advertisers.

Requests to M. C. Coleman, Barron G. Collier, Inc., 745 Fifth Avenue, New York.

A Billion Dollars on Wheels

The auto, which affects so many facets of American life, is solely responsible for a rapidly expanding market of startling magnitude of which practically nothing is known: The roadside stand market. Running in size from a few tables on the lawn to elaborate taverns and food markets, they number at least 300,000 and account for an estimated \$1,000,000,000 annual sales from motorists. The "Cellophane" division of E. I. du Pont de Nemours & Co., Wilmington, Del., has made a survey of roadside stands, where they are located, what they sell, how they are serviced, how people buy from them, and what the manufacturer can do to capitalize on this market.

Compiled and edited in booklet form, "A Billion Dollars on Wheels" is an illuminating review of a new branch of merchandising. Ask J. A. Shellenberger of the above address for a copy.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-page negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. **THE EXECUTIVE BUREAU**, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

WANTED—SALES EXECUTIVE with national experience in selling to the laundry industry. Established manufacturer, who operates nationally, wants executive with sales promotional and technical training—must have proved executive ability. Man we want is alert, capable, and confident of his ability to work with salesmen and fellow executives. Position pays good salary—future assured for the right man. There may be exceptions, but we believe no one would qualify who is now earning less than \$300 per month. Please send detailed information to Box 711, SALES MANAGEMENT, 420 Lexington Avenue, N. Y. C. All communications will be held in strictest confidence. Our executives and salesmen know of this advertisement.

MANAGER OF SPECIALTY SALES

If you have been definitely successful in selling a high grade specialty at one hundred to three hundred dollars, and have selected, also directed, branch managers and their staffs, this job will be profitable to you. Our line is the larger electric suction vacuum cleaners, not the residence type nor sizes. Five units selling to churches, schools, theatres, hotels, department stores, office buildings, industrial plants, auto filling stations, furnace dealers, coal dealers, mills making flour and feed. Quality and durability proven by twenty-nine years of production to satisfied users. Territory Chicago to New York City in which we have small staff and wish to develop them, then expanding. At first must be on the road all the time, training and inspiring men to follow your proven selling technique. Here is where ability will count, to show others how to do it too. Proof of success in such selling is required, otherwise do not apply. No jobber wanted, specialty man only. Surely a real specialty manager will take this going business much further. Consumer prices neither highest nor lowest. Permit liberal commissions to Distributors so they in turn may pay well and interest able men, with good surplus left for themselves. We financially sound, not the biggest, (no inside politics), owe nothing, but will not approve spread eagle sales campaign. Better ways and more permanent. We sell on deferred payments if desired, and keep our own paper. We own our plant and make all our machines. Production is ample, designing, accounting, correspondence, moderate publicity, all well staffed, all financed. But lack a Manager of Sales, you to be one of a small family, more like a director. We finance everything up to your personal expenses which you will yourself assume and accept a generous split of the profits payable monthly, and which will be good. You may go as far as ability will carry you, the further the better we shall like it. When we do get together it must be with the mutual determination to make it as permanent as humanly possible. If you can qualify and are interested, send full record the first time, show us the kind of letter you will de-

EXECUTIVES WANTED—Continued

mand from your own later appointees. Confidential if you request. Our people know about this advertisement. Box 714, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

LINES WANTED

ESTABLISHED MANUFACTURERS' REPRESENTATIVE covering Chicago-Milwaukee area, 20 years executive engineering background: both electrical and mechanical experience, charge product and tool design, with direction sales engineering for leading manufacturers. Wants line where this experience will prove a mutual asset. Box 704, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfgs. and jobbers, preferably motors and specialties.

Ag-82: Territory: Metropolitan N. Y., hdqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-83: Territory: Metropolitan New York, New Jersey. Wants beverages and syrups. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hdqrs., New York City. Wants notions or housewares items.

Ag-87: Territory: New England, hdqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power & production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory: Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, St. Paul, Des Moines, Kansas City, St. Louis, hdqrs., Chicago. Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

POSITIONS WANTED

SALES MANAGER OF OVER TEN years' experience as salesman, sales manager, and retail proprietor would like location in Louisville for Ky. territory. Any well established line. No insurance. Excellent references. Age 33, married, Yale graduate, can invest small sum but would prefer not. Box 712, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

A BETTER MAN

Successful man, 37, now employed, desires new connection. Impressive record for getting things done in Sales Management, Merchandising, Advertising. Skilled in marketing new products, booming run down sales in building trades, appliances, dept. store merchandising, musical instruments, advertising. Builder of morale, knows people, how to handle them, how to sell them. College, special training. Box 715, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

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Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

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Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

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Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

C O M M E N T

BY RAY BILL



SPONSORED TELEVISION: The Federal Communications Commission backed water in a whale of a hurry when it reversed its previous decision to permit sponsored television programs, but recent events at least highlight a few significant angles.

SM editors attended the special ceremonies held in connection with the first sponsored television program. It was staged by Esso gasoline over the NBC station atop the Empire State building in New York. At it we learned how NBC conducts very thorough marketing research on its present televising. For example, a questionnaire goes to every owner of a television set within the area served so that *each owner can register each week* (1) exactly what programs were seen and heard, (2) how each program was rated at the receiving end, and (3) what television owners can suggest as regards better programs.

This research has done much to insure a high percentage of owners listening to each program and a sizeable percentage listening to all programs. Truly, television programs are being planned with a large measure of consumer guidance. The first effort of Esso to present its United Press news-headline program in pictorial form was based in considerable part on the use of newspaper stills which tied up with flash news. It did not, therefore, make the fullest possible use of the motion factor which television offers over and above ordinary broadcasting and the press. But it did constitute a good beginning.

It will be years, of course, before the quantity of television sets in use can represent a circulation comparable to metropolitan newspapers, national magazines or radio chains. Not even the new lower prices at which the best grade of television sets are being made available can bring the overnight arrival of television on a wide mass scale. But as an aid for selective selling to a class market it will soon be "a honey."

Finally, while commenting on this subject, we should like to point out that the Federal Communications Commission based its reconsideration of sponsored programs on a line of reasoning which is contrary to the belief of most sales executives. FCC apparently resents the sales promotion, advertising and publicity put behind the launching of the first sponsored program, contending that such action tended to commercialize television rather than to advance its experimentation. As a line of thinking, this is ridiculous, since practically every important *new* industry in this country has been built by putting plenty of promotional sales steam behind it in the early days.

The consuming public is by no means quick to grab up what is new and especially when it costs plenty of money

to own a product, so to speak, in its youth. Gradually as production increases and prices can be lowered, public acceptance accelerates until an industry can be said to have arrived. But at the start, salesmanship, *yes super-salesmanship*, is needed in every possible direction to convert widespread inertia into even small scale activity. If the governmental powers-that-be are really anxious to solve unemployment they should heed this function of salesmanship.

This principle applies to far more than television; it bears importantly on much of the anti-business, socialistic, communistic and collectivist thinking which fallaciously assumes that buyers can and will take over the selling function. The American people, as well as FCC, need to understand better that *enterprising salesmanship constitutes the key to an ever higher standard of living, whereas the country which depends alone on buymanship or governmental regimentation leads its people inevitably to progressively lower standards of living.*

STATE TRADE BARRIERS: The Temporary National Economic Committee (TNEC) has completed its hearings on state trade barriers just as we go to press. From testimony submitted, it appears that such barriers are no longer on the increase and that there is some tendency to repeal and revise some of the existing statutes. It also was made clear that state barriers have done much to interfere with business and have frequently worked out not only in such a manner as to provincialize or Balkanize America, but also to injure the states enacting them.

TNEC has performed a valuable service in bringing all this out. But we hope it will not stop there. A *laissez-faire* policy on the part of the Federal government will give this modern Frankenstein's monster of state trade barriers an opportunity to regrow hundreds if not thousands of ugly heads, especially as particular products encounter depression or overproduction and "local interests" grow frantic to "protect" themselves, however selfishly or unwisely.

Our own executive editor, Phil Salisbury, appeared before TNEC as a witness, since he is chairman of the State Trade Barriers Committee of the National Federation of Sales Executives. A portion of his testimony appears on page 15 of this issue. SM endorses fully the suggestions advanced by NFSE.

Congress and the executive divisions of government should not always think of new policies in terms of new appropriations. Every now and then there should be a housecleaning so that less essential activities can be eliminated in favor of new, more vital activities.

"I must have been asleep"

said the
Sales Manager



Many a money making possibility has lain in the dark until the spotlight of marketing research brought it to light. Even the ablest executive may discover a new selling idea when marketing research brings out—for the first time—a new use for his product.

Intelligently planned and executed marketing research gains from the consumer the facts which show why your product is preferred, or why it isn't. Research learns how the consumer really uses your product, can often discover a sales point which may never have been suspected. By following the trends which research points out, probable losses may be turned into positive gains.

TO PIN-POINT A TOWN OR COVER THE NATION

Ross Federal Research offices in principal cities and sales areas of the nation are completely organized to give you rapid and accurate surveys. Whether you need a small village sample or blanket coverage in every state, Ross Federal has the facilities and the experience to supply the facts. Near you, right now, is a fully staffed Ross Federal Branch Office. Why not call in the local Branch Manager and let him show you how Ross Federal can help you?

ROSS FEDERAL

RESEARCH CORPORATION

FIRST with the Facts!

18 EAST 48th STREET, NEW YORK, AND 31 KEY CITIES FROM COAST TO COAST

*NEWS and Comment about the World's
Greatest Newspaper and its market.*

From the

PIX

TO CONTINUE TO GROW, a newspaper must keep out in front of an alert public accustomed to expect the latest and best in everything it buys.

The Chicago Tribune has built a circulation which exceeds 1,000,000 every day of the week because it has swiftly utilized each new contribution of science toward faster, more graphic presentation of the news.

For example, photography.

In 1897, following the development of the halftone process, the Tribune printed its first black-and-white photo. From then on, it made steadily increasing use of photos until 1922, when it introduced the now widely followed practice of printing a full back page of photos daily.

Meanwhile, in 1915, photos printed in rotogravure first appeared in the Sunday Tribune. Coloroto printing—a Tribune invention—appeared in 1922. Four-color process printing on newsprint paper by high-speed news presses began in the Tribune in 1936.

Note the photo car in the background of the picture in column two. This latest addition to the Tribune's picture gathering facilities was specially designed to aid the coverage of special events. It accommodates an emergency dark room and a portable wire-photo transmitter with which photos can be flashed from remote places directly to Tribune Tower.

The Tribune's record in the field of photography is typical of the enterprise which makes the Tribune Chicago's most widely read newspaper and most productive advertising medium.

Because it produces results quickly and at low cost, furniture adver-



Partial view of the crowd of 21,350 which on the evening of March 6, packed the Chicago Stadium to see 32 survivors of a field of more than 20,000 amateur boxers, drawn from 23 states, battle it out for the championships in the thirteenth annual Golden Gloves Tournament presented by Chicago Tribune Charities, Inc. The capacity crowd attracted to this event is typical of the responsiveness of Tribune readers whose aggregate attendance at events sponsored by this newspaper in 1939 was 783,550.



Pictured above is the full-time staff of crack news photographers who enable the Chicago Tribune to make the most comprehensive photo coverage of any newspaper in America. For details of the new photo car in the background, see Column One.

tisers—department stores and furniture stores combined—place in the Tribune more of their Chicago newspaper appropriations than they place in any two other Chicago newspapers combined.

BOX CAR NUMBERS DEPT.

During 1939, the Chicago Tribune printed 850,744 individual want advertisements, or 459,912 more than were printed by any other Chicago newspaper.

The Dewan of Mysore

Amun-ul-Mulk, Sir Mirza M. Ismail, Kt.; K. C. I. E., is the Dewan of Mysore, a semi-independent state in the central part of southern India (Area, 29,326 square miles; population, 6,557,000).

In all Mysore only one person takes precedence over the Dewan. His name is: H. H. Maharajah Sir Sri Krishnaraja Wadiyar Bahadur, G. C. S. I. When His Highness pays an official call on a neighboring prince, or on the British, he receives a salute of 21 guns, which is as far as they go for anybody nowadays.

The Dewan—Prime Minister is about the closest English translation—recently instructed his private secretary, Mr.

Photographs . . . Picture wagon . . . From the furniture world . . . Box car figures . . . Motor trucks and a garage . . . Fights . . . What the Dewan ordered . . . About circulation.

TOWER

E. da Costa, M. A. (Oxon.), to order a book for him from far-off Chicago. The book that Mysore's Number Two man wanted was "How To Keep Well" by Dr. Irving S. Cutter, health editor of the Chicago Tribune. A bank draft for twenty-five cents reached the Tribune Public Service Office on March 9. It had been mailed from Bangalore, Mysore's capital, on January 27. At this rate of going, Mr. da Costa should be delivering "How To Keep Well" to the Dewan about April 20.

FLEET

In 1905, the Chicago Tribune purchased its first motor truck to assist horse-drawn vehicles in delivering a circulation of some 150,000 daily and 229,000 on Sunday.

Today, to deliver a circulation which exceeds 1,000,000 daily and 1,200,000 on Sunday, requires a fleet of 69 motor trucks each of which covers between 150 and 200 miles every night of the year.

Running with heavy loads over all kinds of pavements, Tribune trucks are on the job 17½ hours out of every twenty-four.

During the remaining 6½ hours, they are housed and cared for in the most modern fleet headquarters in the world—the recently completed Tribune garage, designed and built to take full advantage of 35 years of experience in motor truck operation and maintenance.

CHICAGO TRIBUNE CIRCULATION

DAILY in excess of 1,000,000

SUNDAY in excess of 1,200,000



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